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**A NOTE ON FLEXIBLE FLOWSHOP  
SCHEDULING WITH TWO STAGES**

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# A Note on Flexible Flowshop Scheduling with Two-Stages

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## Abstract

With the increasing emphasis on flexible manufacturing systems, there is a need to examine methods for their analysis and modeling. In this note we consider tandem two-stage flexible flow shop systems (FFS), where at each stage there may be more than one machine executing operations. We focus on the makespan objective for which this scheduling problem is NP-hard in the strong sense. We propose a heuristic based on Johnson's algorithm, and prove that its worst-case behavior is at most 2. We also compare the mean performance of this heuristic with a number of other simple scheduling algorithms, which proves a superiority of the proposed algorithm.

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# 1 Introduction

An important problem that needs to be addressed in the operation of a flexible manufacturing system (FMS) is the scheduling of parts on machines (Stecke [11] and Kusiak [9]). As the machines become more versatile, most of the operations on a part can be accomplished by just one or two machine types (Jaikumar [7]). One type of an FMS used in practice is a flexible flow shop system (FFS - Sriskandarajah, Sethi [10]), where the routing of operations is unidirectional (Błażewicz et al. [1]). As opposed to the classical flow shop, an FFS may have more than one machine for at least one stage, processing operations of different parts in parallel. One FMS like this is described in Błażewicz et al. [2]. In this last paper, a model of an FMS has been introduced which enabled one to analyze a factory producing parts for helicopters. In this model, the first stage corresponded to versatile (identical in the sense of processing capabilities) machines and the second stage corresponded to an inspection stage (which can be modeled by one machine). The algorithms presented dealt with part scheduling and vehicle routing assuming the second stage can be postponed. In the present paper, we remove this assumption and study scheduling algorithms for a two stage system.

Recently, Hoogeveen et al. [6] proved that the problem of scheduling parts in such a system in order to minimize schedule length is NP-hard in the strong sense. This means that in general, even a pseudo-polynomial-time optimization algorithm is not likely to solve the problem. (For FFS like above a branch & bound algorithm minimizing the maximum completion time was developed by Brah and Hunsucker [3]). This indicates the usefulness of the development of polynomial-time heuristic algorithms along with the evaluation of their accuracy. The first work in this direction has been done by Sriskandarajah and Sethi [10], who analyzed flow shop problems with two stages. The first stage contained either one machine or the same number of machines as the second stage. They analyzed the worst case behavior of several heuristic algorithms.

In this paper, we investigate heuristic algorithms for the special open case of the above model with parallel machines at the first stage, thus complementing the above results. Here, the flexible flow shop consists of two machine stages  $[S_1, S_2]$ , with stage  $S_1$  having  $m_1 \geq 2$  parallel machines and  $S_2$  having  $m_2 = 1$  machine. This problem setting examination is

scheduling algorithm based on Johnson's procedure [8]. This procedure's worst case behavior is proven to equal two. Subsequently, three additional simple heuristics are evaluated experimentally. These tests prove the superiority of the first algorithm.

We proceed with a formal problem description. There are  $n$  parts,  $T_j$ , to be processed in up to two operations in the FFS. For each part, there is specified a processing time vector  $\bar{p}_j = [p_{j1}, p_{j2}]$ , where  $p_{j1}$  and  $p_{j2}$  denote the operation processing times of part  $T_j$  in stages  $S_1$  and  $S_2$ , respectively. The operations are nonpreemptable and it is assumed that the buffers at each of the machine stages have sufficient capacity to hold all parts waiting for processing. The optimality criterion here is *schedule length* (makespan),  $C_{max} = \max_j \{c_j\}$ , where  $c_j$  is a completion time of part  $T_j$ . According to the notation given by Graham et al. [5] and modifications made by Sriskandarajah and Sethi [10], this problem is denoted as follows:

$$F2(m_1 = m, m_2 = 1) \parallel C_{max}.$$

The outline of this paper is as follows. In Section 2, the first algorithm based on Johnson's procedure is presented, and its worst case performance is analyzed. In Section 3, other algorithms are presented and the average performance of all the algorithms is examined empirically. Conclusions are provided in Section 4.

## 2 Algorithm 1

For the scheduling problem in question the following algorithm based on Johnson's approach [8], is proposed.

### *Algorithm 1*

- STEP 1. Choose those parts for which the operation times  $p_{j1} \leq p_{j2}$ . Schedule these parts on the  $m_1$  machines at stage  $S_1$  in non-decreasing order of their processing times,  $p_{j1}$ .
- STEP 2. The remaining parts schedule on the machines at stage  $S_1$  in non-increasing order of their processing times,  $p_{j2}$ .
- STEP 3. Schedule all of these parts on the single machine at stage  $S_2$  in order of their completion at stage  $S_1$ .

since there are more machines than one at this stage, it may fail to find an optimal schedule. The worst case behavior of Algorithm 1 is stated in Theorem 1.

**Theorem 1.**

For the problem,  $F2(m_1 = m, m_2 = 1) \parallel C_{max}$  ( $m \geq 2$ ). Let  $C_{max}$  be the schedule length after applying Algorithm 1 and  $C_{max}^*$  be the optimal schedule length. Then

$$\frac{C_{max}}{C_{max}^*} \leq 2$$

and this bound is the best possible.

*Proof:* It is rather obvious that an optimal schedule length cannot be less than the following bounds:

$$C_{max}^* \geq \min_j \{p_{j1}\} + \sum_{j=1}^n p_{j2}. \quad (1)$$

$$C_{max}^* \geq C_1^* + \min_j \{p_{j2}\} \quad (2)$$

where  $C_1^*$  is an optimal schedule length at stage  $S_1$ .

We consider two main cases, depending on the value of the schedule length produced by Algorithm 1. Each of these cases contains two subcases.

$$\text{Let } \min_j \{p_{j1}\} + \sum_{j=1}^n p_{j2} = x_1 ; \quad \max_j \{p_{j1}\} = x_2 ; \quad \min_j \{p_{j1}\} = \delta.$$

From (1) and (2) we see that:

$$C_{max}^* \geq x_1 \quad (3)$$

$$C_{max}^* \geq x_2. \quad (4)$$

*Case 1.* The schedule length  $C_{max}$  satisfies the following relation:

$$C_{max} \leq \max_j \{p_{j1}\} + \sum_{j=1}^n p_{j2}. \quad (5)$$

*Case 2.* An inverse inequality holds

$$C_{max} > \max_j \{p_{j1}\} + \sum_{j=1}^n p_{j2}. \quad (6)$$

Now, we will analyze the two cases separately.

**Case 1.**

Define two subcases

$$\text{Case 1.1:} \quad x_1 \geq x_2$$

$$\text{Case 1.2:} \quad x_1 < x_2$$

*Case 1.1.* From (5) we have:

$$C_{max} \leq x_2 + (x_1 - \delta).$$

From (3) we have

$$C_{max}^* \geq x_1.$$

Combining these two inequalities we get

$$\frac{C_{max}}{C_{max}^*} \leq 1 + \frac{x_2 - \delta}{x_1} \leq 2,$$

since  $\delta$  can be made arbitrarily small.

*Case 1.2.* From (5) we have:

$$C_{max} \leq x_2 + (x_1 - \delta).$$

From (4) we have

$$C_{max}^* \geq x_2.$$

Thus,

$$\frac{C_{max}}{C_{max}^*} \leq 1 + \frac{x_1 - \delta}{x_2} \leq 2.$$

□

**Case 2.**

Consider now the second case, i.e., inequality (6) is fulfilled.

Denoting  $x_3 = \sum_{j=1}^n p_{j2}$ , we have

$$C_{max} > x_2 + x_3 \tag{7}$$

Again two subcases may occur.

*Case 2.1.* We have

$$x_3 \geq x_2. \quad (8)$$

We will prove first that in this case schedule length is bounded from above by  $C_1^* + x_3$ .

**Proposition 1**

If  $C_{max} > x_2 + x_3$  and  $x_3 \geq x_2$ , then

$$C_{max} \leq C_1^* + x_3. \quad (9)$$

*Proof:* Two extreme subcases depend on the schedule obtained at the first stage ( $S_1$ ) of the flowshop system.

a) The schedule at  $S_1$  is an optimal one (cf Fig.1).

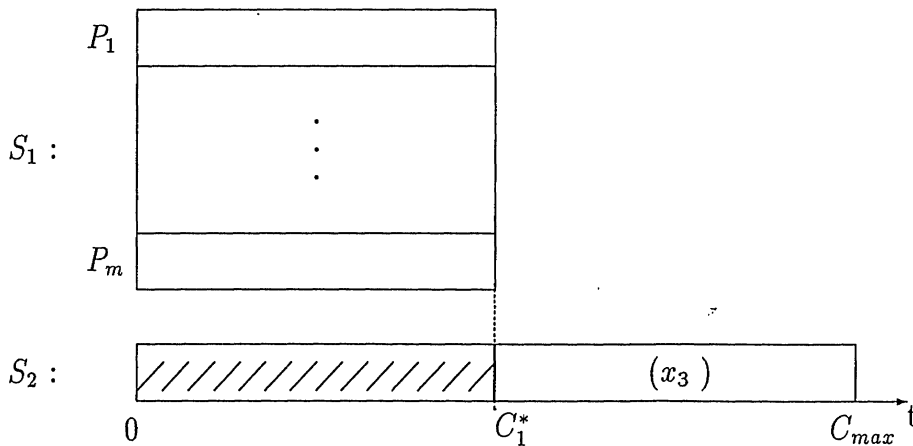


Figure 1.

Clearly, even in the worst case at the second stage (as depicted in Fig. 1) inequality (9) must be fulfilled.

b) The schedule at  $S_1$  is the worst possible, i.e.,  $C_1$  is the longest.

Taking into account the worst possible behavior of a schedule for parallel processors, as analyzed by Graham [4], the longest operation ( of length  $x_2$  ) will be processed at the end of stage  $S_1$  . (If the longest operation at  $S_1$  belonged to a part fulfilling a condition of Step 1

of Algorithm 1, then it could not be scheduled at the end of stage  $S_1$  according to Algorithm 1. Therefore the schedule at  $S_1$  would not be the longest possible.) Following Algorithm 1 and its second step, a corresponding operation of the same part is the shortest (of length  $p_{q2}$ ) from among those scheduled in this step at stage  $S_2$  (cf. Fig. 2), i.e.,  $p_{q2} = \min_j \{p_{j2} : p_{j2} < p_{j1}\}$ .

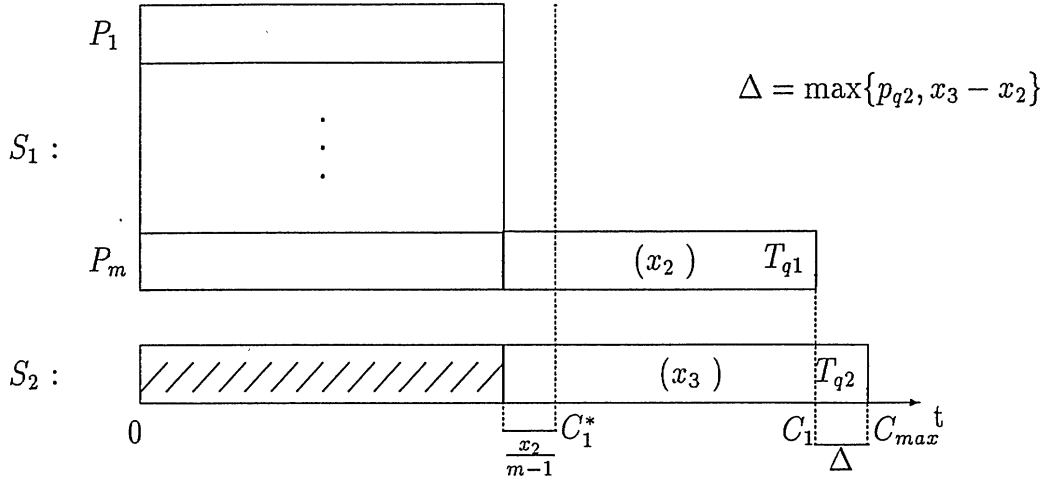


Figure 2.

Since the mean value by which an optimal schedule length  $C_1^*$  is decreased on  $m-1$  processors at  $S_1$  is  $\frac{x_2}{m-1}$ , we can assume that the processing of operations starts at stage  $S_2$  at moment  $C_1^* - \frac{x_2}{m-1}$  at the latest.

If  $x_3 - x_2 \geq p_{q2}$ , then no idle time at  $S_2$  appears beyond  $C_1^* - \frac{x_2}{m-1}$  and we have:

$$C_{max} \leq C_1^* - \frac{x_2}{m-1} + x_2 + x_3 - x_2 < C_1^* + x_3. \quad (10)$$

Otherwise (if  $x_3 - x_2 < p_{q2}$ ), an idle time at  $S_2$  appears and

$$C_{max} \leq C_1^* - \frac{x_2}{m-1} + x_2 + p_{q2}. \quad (11)$$

Then again, if  $p_{q2} < \frac{x_2}{m-1}$ , (11) may be written as

$$C_{max} \leq C_1^* + x_3$$

since  $x_3 \geq x_2$ .

On the other hand, i.e., if  $p_{q2} \geq \frac{x_2}{m-1}$ , operations  $T_{j2}$  assigned to the machine at stage  $S_2$  according to Step 2 must be longer than  $T_{q2}$  (or at least equal to). Thus,  $p_{j2} \geq \frac{x_2}{m-1}$  for these operations and the sum of their processing requirements is equal at least to  $x_2$ , since there



are at least  $m - 1$  such operations. (If there were less than  $m - 1$  operations of this type then inequality (7) could not be satisfied and we would have Case 1.) Hence, the idle time at  $S_2$  doesn't appear beyond moment  $C_1^* - \frac{x_2}{m-1}$ ,  $p_{q2} \leq x_3 - x_2$  and schedule length  $C_{max}$  is constrained as in inequality (10). This completes the proof of case b.

Any intermediate case (between extreme cases a and b) will not lengthen the schedule beyond bound  $C_1^* + x_3$ . For any other assignment of tasks to processors at stage  $S_1$  will shorten  $C_1$  and thus  $C_{max}$ . (If another long task is assigned to  $P_{m-1}$ , we can repeat the above reasoning for the set of processors  $P_1, \dots, P_{m-1}$ .) This completes the proof of Proposition 1.  $\square$

Following Proposition 1, we can now estimate the ratio  $\frac{C_{max}}{C_{max}^*}$ . For  $x_3 \leq C_1^*$ , we have

$$\frac{C_{max}}{C_{max}^*} \leq \frac{C_1^* + x_3}{C_1^* + \min_j \{p_{j2}\}} \leq 2,$$

where the bound  $C_{max}^*$  was given in formula (2).

On the other hand, if  $x_3 > C_1^*$  then

$$\frac{C_{max}}{C_{max}^*} \leq \frac{C_1^* + x_3}{x_3 + \min_j \{p_{j1}\}} \leq 2$$

and the bound for  $C_{max}^*$  was given in (1).

This completes the proof for Case 2.1.

*Case 2.2.* We have

$$x_3 < x_2 \tag{12}$$

In this case we will prove that the schedule length is bounded from above by  $C_1^* + x_2$ .

### Proposition 2.2

If  $C_{max} \leq x_2 + x_3$  and  $x_3 < x_2$ , then

$$C_{max} \leq C_1^* + x_2. \tag{13}$$

*Proof:* Again, as in Proposition 1 we will distinguish two extreme cases depending on the schedule at stage  $S_1$ .

a) The schedule at  $S_1$  is an optimal one (cf Fig. 1).

It is obvious that in this case

$$C_{max} \leq C_1^* + x_3 < C_1^* + x_2.$$

b) The schedule at  $S_1$  is the worst possible and we have the situation depicted in Fig.2, but now  $\Delta = p_{q2}$ .

We see that

$$C_{max} \leq C_1^* - \frac{x_2}{m-1} + x_2 + p_{q2}. \quad (14)$$

Assuming now that  $p_{q2} \geq \frac{x_2}{m-1}$ , Algorithm 1 would assign (at Step 2) operations in nonincreasing order of their processing times  $p_{j2}$ , which therefore must be greater than or equal to  $p_{q2}$ . The total processing requirement of these operations is at least

$$\frac{x_2}{m-1}(m-1) = x_2.$$

This contradicts (12) and thus

$$p_{q2} < \frac{x_2}{m-1}. \quad (15)$$

Using (15) in evaluating  $C_{max}$  (14), we get

$$C_{max} \leq C_1^* + x_2.$$

This completes the proof of case b. Any intermediate case can be handled analogously as in Proposition 1.

□

Now, the estimation of the worst case bound  $\frac{C_{max}}{C_{max}^*}$  is as follows. If  $x_2 \leq C_1^*$  we have

$$\frac{C_{max}}{C_{max}^*} \leq \frac{C_1^* + x_2}{C_1^* + \min_j \{p_{j2}\}} \leq 2;$$

otherwise

$$\frac{C_{max}}{C_{max}^*} \leq \frac{C_1^* + x_2}{x_2 + \min_j \{p_{j2}\}} \leq 2,$$

because  $C_{max}^* \geq x_2 + \min_j \{p_{j2}\}$ .

This completes the proof of Case 2.2.

Now we will show that the above bound is achievable.

**Example:**

We define two types of parts with processing times, respectively:

$$1) \bar{p}_a = [m, \frac{1}{m}], \quad a = 1, \dots, m;$$

$$2) \bar{p}_b = [\frac{1}{m}, \frac{1}{m} - \varepsilon], \quad b = 1, \dots, mm;$$

A schedule constructed by Algorithm 1 is shown in Figure 3.

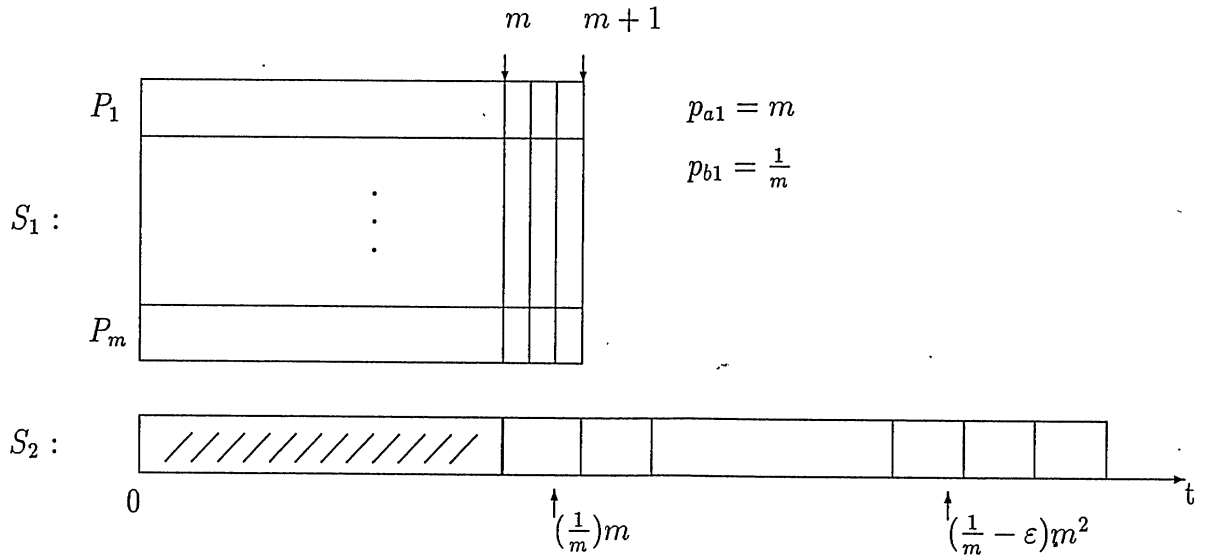


Figure 3. A schedule constructed by Algorithm 1 for the Example.

We see that for this schedule,

$$C_{max} = 2m + 1 - m^2\varepsilon. \quad (16)$$

On the other hand, an optimal schedule is shown in Fig. 4.

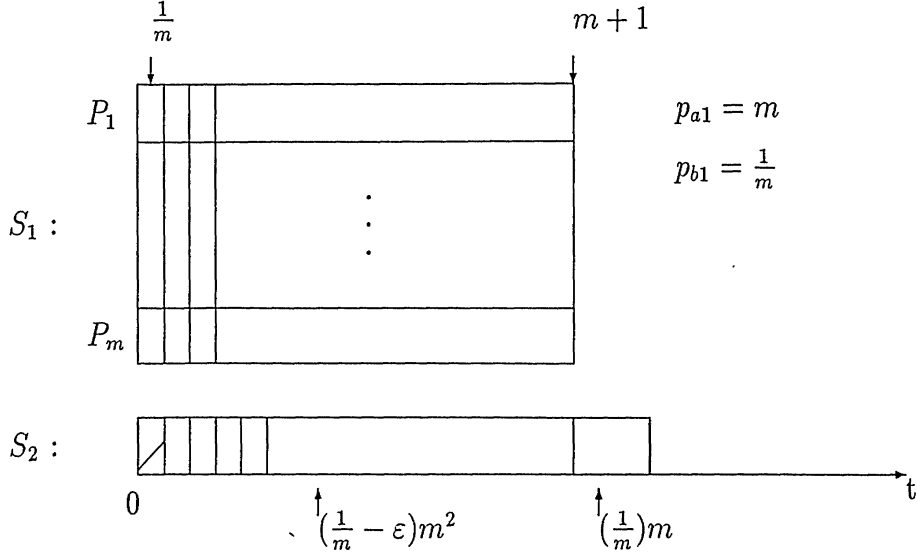


Figure 4. An optimal schedule for the Example.

Thus, the optimal schedule length is

$$C_{max}^* = \frac{1}{m} + m + 1 - m^2 \epsilon. \quad (17)$$

Hence, dividing equation (16) by equation (17), we have:

$$\frac{C_{max}}{C_{max}^*} = 1 + \frac{1 - \frac{1}{m^2}}{1 + \frac{1}{m^2} + \frac{1}{m} - m\epsilon} \leq 2 \quad \text{for } m \rightarrow \infty$$

$$\text{and } \epsilon \leq \frac{1}{m^2} + \frac{2}{m^3}$$

This completes the proof of Theorem 1. □

As will be shown in the next Section, mean behavior of Algorithm 1 is better than 2. Its superiority over some other simple heuristics will be also shown.

### 3 Computational Experiments

To test the mean behavior of Algorithm 1, an extensive experiment has been carried

out. Besides Algorithm 1, three other algorithms have been tested. They have the same framework, but a different ordering of tasks at stage  $S_1$ . Their action is described below.

*Algorithms 2,3,4*

STEP 1. Schedule tasks on machines at stage  $S_1$  in SPT (respectively, LPT, random) order of their processing times,  $p_{j1}$ .

STEP 2. Schedule all of these tasks on the single machine at stage  $S_2$  in order of their completion at stage  $S_1$ .

These four algorithms have been tested experimentally. The computational data are described as follows:

- All of the parameters are randomly generated using a uniform distribution with the following ranges:
  1. number of tasks  $n$  (ranges are given in Tables 1 and 2)
  2. processing times. Two subcases have been distinguished:
    - arbitrary generation of processing times (see Table 1)  $p_{j1}$  and  $p_{j2}$ , in the range of 1 to 10 and 1 to 100, respectively;
    - processing times at stage  $S_2$  depended on the number of machines at stage  $S_1$  (see Table 2),  $p_{j1}$ , in the range of 1 to 10 and 1 to 100; and  $p_{j2} = \frac{p_{j1}}{m_1}$ .
- The number of problem instances generated for each parameter range was 1000.
- The computer installation was a Hewlett-Packard 9000/750.

The results are gathered in Tables 1 and 2. In these tables, the numbers of instances generated for each range of parameters are equal to 1000. For each algorithm and each parameter range, a number of cases is shown for which a solution generated is equal to the optimum (the parameter best). Moreover, mean values over 1000 instances of the ratio  $C_{max}^A/C_{max}^{LB*}$  are reported (parameter mean), where  $C_{max}^{LB*}$  is a lower bound for the optimal schedule length (obtained as a maximum from equations (1) and (2), where  $C_1^* \geq \max\{\max_j\{p_{j1}\}, \frac{1}{m} \sum_{j=1}^n p_{j1}\}$ ). We see that for an arbitrary generation of processing times of parts, the machine at the second stage becomes a bottleneck and all of the algorithms become almost optimal and the

Table 1: The ratio  $C_{max}^A/C_{max}^{LB^*}$  for four algorithms and arbitrary processing times of parts at both stages.

| No | $m_1$ | n     | $p_{j1,2}$ | Alg. 1. |       | A. 2(SPT) |       | A. 3(LPT) |       | A. 4(RND) |       |
|----|-------|-------|------------|---------|-------|-----------|-------|-----------|-------|-----------|-------|
|    |       |       |            | best    | mean  | best      | mean  | best      | mean  | best      | mean  |
| 1  | 2     | 2-20  | 1-10       | 960     | 1.005 | 963       | 1.005 | 9         | 1.122 | 55        | 1.101 |
| 2  | 2     | 2-20  | 1-100      | 949     | 1.006 | 959       | 1.005 | 7         | 1.120 | 56        | 1.098 |
| 3  | 2     | 2-50  | 1-10       | 962     | 1.006 | 968       | 1.005 | 15        | 1.132 | 205       | 1.087 |
| 4  | 2     | 2-50  | 1-100      | 911     | 1.012 | 933       | 1.007 | 16        | 1.143 | 89        | 1.101 |
| 5  | 2     | 2-100 | 1-10       | 975     | 1.002 | 977       | 1.004 | 7         | 1.117 | 135       | 1.088 |
| 6  | 2     | 2-100 | 1-100      | 956     | 1.005 | 960       | 1.005 | 5         | 1.120 | 51        | 1.100 |

\* best - the number of optimal instances for which an algorithm produces an optimal schedule.

ratio hardly exceeds 1.3, even for  $m_1 = 2$ . However, if the processing times at the second stage depend on a number of machines at the first stage (a more realistic case), then the algorithms behave quite differently. The best percentage of solutions close to optimum have Algorithms 1 and 2 (SPT). Algorithm 2(SPT), however, generates worse schedules (as in the case of LPT) for the case in which the first operations are equal or almost equal. The worst is Algorithm 3 (LPT); it is even worse than a random (arbitrary) assignment of parts to machines at stage  $S_1$ . This could be expected, because LPT assignment at the first stage increases idle time at the second stage.

Table 2: The ratio  $C_{max}^A/C_{max}^{LB*}$  for four algorithms and processing times of parts at stage  $S_2$  depending on the number of machines at stage  $S_1$  .

| No | $m_1$ | n     | $p_{j1}$ | Alg. 1. |       | A. 2(SPT) |       | A. 3(LPT) |       | A. 4(RND) |       |
|----|-------|-------|----------|---------|-------|-----------|-------|-----------|-------|-----------|-------|
|    |       |       |          | best    | mean  | best      | mean  | best      | mean  | best      | mean  |
| 1  | 2     | 2-20  | 1-10     | 458     | 1.060 | 378       | 1.079 | 7         | 1.302 | 12        | 1.132 |
| 2  | 2     | 2-20  | 1-100    | 456     | 1.058 | 376       | 1.076 | 8         | 1.302 | 17        | 1.130 |
| 3  | 2     | 2-50  | 1-10     | 685     | 1.040 | 566       | 1.059 | 20        | 1.271 | 645       | 1.136 |
| 4  | 2     | 2-50  | 1-100    | 437     | 1.070 | 348       | 1.092 | 15        | 1.314 | 35        | 1.158 |
| 5  | 2     | 2-100 | 1-10     | 778     | 1.025 | 680       | 1.039 | 8         | 1.256 | 50        | 1.116 |
| 6  | 2     | 2-100 | 1-100    | 465     | 1.059 | 380       | 1.075 | 6         | 1.301 | 14        | 1.130 |
| 7  | 5     | 5-20  | 1-10     | 493     | 1.087 | 569       | 1.082 | 47        | 1.291 | 218       | 1.141 |
| 8  | 5     | 5-20  | 1-100    | 112     | 1.203 | 84        | 1.267 | 12        | 1.388 | 28        | 1.268 |
| 9  | 5     | 5-50  | 1-10     | 759     | 1.038 | 814       | 1.034 | 16        | 1.252 | 174       | 1.112 |
| 10 | 5     | 5-50  | 1-100    | 458     | 1.060 | 378       | 1.079 | 7         | 1.302 | 12        | 1.132 |
| 11 | 5     | 5-100 | 1-10     | 456     | 1.058 | 376       | 1.076 | 8         | 1.302 | 17        | 1.130 |
| 12 | 5     | 5-100 | 1-100    | 685     | 1.040 | 566       | 1.058 | 20        | 1.271 | 64        | 1.136 |

\*  $p_{j2}$  - is randomly generated from 1 to  $p_{j1}/m_1$  for all instances.

## 4 Summary

In this paper, a special case of the flow shop scheduling problem has been analyzed in which the first stage contains parallel identical machines, while the second stage contains only one. An algorithm based on Johnson's strategy has been proposed and its worst case behavior proved to be 2. Then, three other very simple heuristics have been proposed and all of the algorithms have been tested experimentally. The mean behaviors of Algorithm 1 (based on Johnson's approach) and of Algorithm 2 (based on the SPT rule) were the best and close to optimal, with a superiority of Algorithm 1 for the case of a non-bottleneck second stage.

Further investigation should include different criteria (for example, mean weighted completion time or tardiness). Other details that could be included are the finite buffers between stages or automated guided vehicle routing.

## ACKNOWLEDGMENTS

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