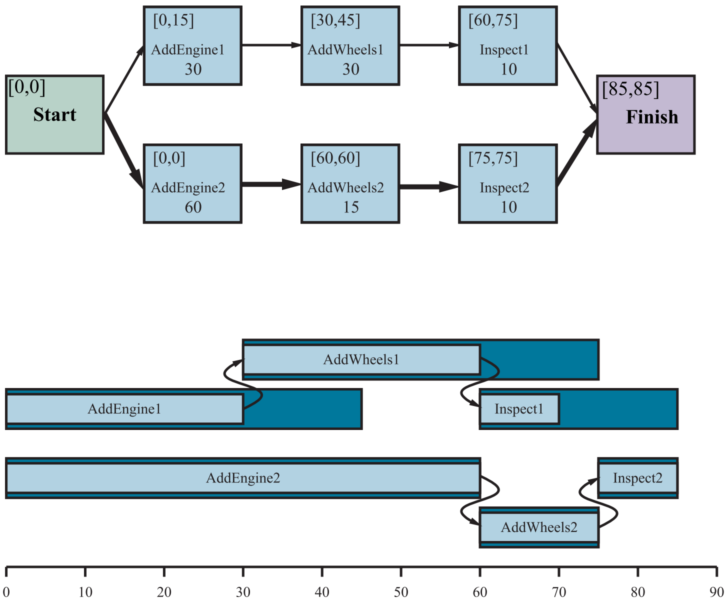

Figure 11.14 Top: a representation of the temporal constraints for the job-shop scheduling problem of Figure 11.13. The duration of each action is given at the bottom of each rectangle. In solving the problem, we compute the earliest and latest start times as the pair $[ES, LS]$, displayed in the upper left. The difference between these two numbers is the *slack* of an action; actions with zero slack are on the critical path, shown with bold arrows. Bottom: the same solution shown as a timeline. Blue rectangles represent time intervals during which an action may be executed, provided that the ordering constraints are respected. The unoccupied portion of a blue rectangle indicates the slack.

that the *LS* and *ES* computations are done once for each action, and each computation iterates over at most *b* other actions.) Therefore, finding a minimum-duration schedule, given a partial ordering on the actions and no resource constraints, is quite easy.

Mathematically speaking, critical-path problems are easy to solve because they are defined as a *conjunction* of *linear* inequalities on the start and end times. When we introduce resource constraints, the resulting constraints on start and end times become more complicated. For example, the *AddEngine* actions, which begin at the same time in Figure 11.14, require the same *EngineHoist* and so cannot overlap. The “cannot overlap” constraint is a *disjunction* of two linear inequalities, one for each possible ordering. The introduction of disjunctions turns out to make scheduling with resource constraints NP-hard.

Figure 11.15 shows the solution with the fastest completion time, 115 minutes. This is 30 minutes longer than the 85 minutes required for a schedule without resource constraints. Notice that there is no time at which both inspectors are required, so we can immediately move one of our two inspectors to a more productive position.

There is a long history of work on optimal scheduling. A challenge problem posed in 1963—to find the optimal schedule for a problem involving just 10 machines and 10 jobs of 100 actions each—went unsolved for 23 years (Lawler *et al.*, 1993). Many approaches have been tried, including branch-and-bound, simulated annealing, tabu search, and constraint sat-