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	ve:	1 2 3	4	5	6	7	8	9	10	11	12	13	14	15	16 17 18 19 20	21	22	23	24	25]
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Ξ	and		Pro	oject c	comple	etion o	date			ΔEx	amp	le 1			Commonte						
σ	ity	Example	Α	В	С	D	Е		Α	В	С	D	Е		Comments						
× Ц	ts sche st prior	1	21	22	23	24	25		0	0	0	0	0		Long lead time for proje any projects will cause a	cts. Pro domin	ojecteo no effe	d corr ect de	ipletioi laying	n date all sul	s very unrealistic due to the lost efficiencies of managing 5 projects at once. Also delays in osequent projects.
	Projec is hige	2	5	10	15	20	25		-16	-12	-8	-4	0		Project lead times short. problem will cause a do	Projec nino ef	ct com fect d	npletic Ielayir	n date ng all s	es sign subsec	ificantly shorter for first 4 projects, however projected dates are unrealistic since any minor juet proejcts.

	S		V	Veek '	1			١	Neek	2			V	Veek	3			Week 4			Wee	ek 5					W	eek (6					Weel	k 7							
	ect	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	5 '	16 17 18 19 20	21	22	23		24	25	26	2	27	28	29	3	0	31	32	33	3	34	35					
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ō	ct" n	E	Examp	le	Α	В	С	D	Ε		Α	В	С	D	Ε		C	Comments																								
aml	s in exa e mino no effe		1		21	22	23	24	25		0	0	0	0	0		L	Long lead time for projec any projects will cause a	ts. Pr domi	roject ino ef	ted co ffect d	mpl elay	etion ying a	dates III sub	s very seque	unre ent p	ealist rojec	ic du cts.	e to	he lo	ost e	fficier	ncies	of ma	anag	ing 5	i proj	jects	at once	. Also	dela	iys in
ЩX	eduled a sulate th a "domi		2		5	10	15	20	25		-16	-12	-8	-4	0		P p	Project lead times short. problem will cause a don	Proje iino e	ect co effect	mplet delay	ion ving	dates all su	s signi Ibseq	ificant uet pr	ly sh oejct	iortei ts.	for	first 4	proj	ects	, how	ever	proje	cted	date	es are	e unr	ealistic	since	anyı	minor
	Projects sche buffers" to in: from causing		3		6	13	20	27	34		-15	-9	-3	3	9		A m a	Addition of "buffers" insul minor project delays. Pro addition, because only 1	ates jecte proej	key a d con jct is l	activiti npletio being	es f on d ma	rom t lates nage	being are re d at a	delaye ealistic time,	ed du c, and there	ue to d are e is (o min e still great	or pr sign ær fo	obler ificar cus a	ns, a itly e and l	and a arlier ess s	voids that tress	dom first e - whi	ino e exam ch g	ffect ple f	betv or th ally r	ween ie top result	project 3 prior s in gre	s cau ity pro ater e	sed b bjects efficie)y 3. In 9ncy.

		Week	(1			N	Neek	2			v	Veek 3	3		Week 4		Week	5				Week	6				V	Neek 7	7			١	Neek 8	;	
24	₹ ⁶	1 2 3	4	5	6	7	8	9	10	11	12	13	14	15	16 17 18 19 20 2	1 22	23	24	25	26	27	28	29	3	0 3	31	32	33	34	35	36	37	38	39	40
at there is a ES	es the complexi	A1 B1 C1	<u>A2</u>	B2	C2	A3	B3	C3	X	X	X	A4	B4	C4	A5 X B5 X C5 X D1	1	D2	E2		D3	E3	1	X	×	×		D4	E4		D5	X E5	X			
Ę	late		Pro	oject c	omple	etion o	date			ΔEx	amp	le 1			0																				
, in	in line	Example	Α	В	C	D	Е		Α	В	C	D	Е		Comments																				
5 #4	s. This s jects	1	21	22	23	24	25		0	0	0	0	0		Long lead time for projects. any projects will cause a do	Projec mino e	ted com	pletion aying a	dates all sub	s very ı seque	inreali nt proj	stic d ects.	ue to t	he lo	ost effi	icienc	ies o	of man	aging	5 proj	ects at	once.	Also	delays	in
mple	tiple pro	2	5	10	15	20	25		-16	-12	-8	-4	0		Project lead times short. Pr problem will cause a domin	oject co o effect	ompletio t delayir	n dates Ig all su	s signi ubsequ	ificantly uet pro	/ shor ejcts.	er for	first 4	proje	ects, l	howe	ver p	roject	ed dat	tes are	unrea	listic s	ince a	ny min	or
Exa	a in example of all leduling of mul	3	6	13	20	27	34		-15	-9	-3	3	9		Addition of "buffers" insulat minor project delays. Proje addition, because only 1 pr	es key a sted cor bejct is	activitie: mpletior being m	s from l 1 dates 1anage	being are re d at a	delaye ealistic time, f	d due and a here i	to mi are sti s grea	nor pro Il signi Iter foo	oblen fican cus a	ns, ar itly ea and les	nd avo rlier th ss stre	oids c hat fi ess -	domin rst ex which	o effe ample n gene	ct betw for the erally re	veen p e top 3 esults	rojects priorit in grea	s cause sy proje ater eff	ed by ects. In ïciency	ı y.
Droients scheduled as	dependency between resulting from the sch	4	16	17	18	35	36		-5	-5	-5	11	11		Three projects are overlayed projects are insulated from Project completion dates of the 1 day scheduled, a don task (which would never tal below).	d to util one and top 3 p ino effe e longe	lize rem other by priority p ect will s er than t	aining using rojects still occ he sch	capac strateg is still ur cau edulec	ity res gically I much Ising th d time)	ulting t place earlie e sub , an ac	rom t d buff r than seque dditio	he lag ers wh exam ent #4 nal but	time hich p ple 1 activi	e (FS2 protec 1. Note rities te vould	d) be t the r e that o be r be rec	twee most if the resch quire	n task critica e #4 a nedule d afte	ks. De al activ activity ed. Unl r each	spite ju vities (i of ead less th n #4 ac	uggling #4) wit ch proj e #4 ta tivity a	three hin ea ect tak sk is a s well	projec ch pro ces lon a "fixec (see	cts, ject. ger tha d durati exampl	an ion" Ie

Alternative for example 4 in which #4 activities are also buffered between projects.

Week	1			١	Neek	2			v	Veek	3				Week	۲4					We	ek 5	5					Wee	k 6						Weel	k 7					W	eek 8	3	
1 2 3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	1	9 20	C	21	22	2	23	24	25	5	26	27	28	8	29	30) (31	32	33		34	35	36	3	37	38	39	9
A1 B1 C1	A2	B2	C2	<u>A3</u>	B3	C3	X	X	X	A4	X	B4	X	C4	. X		5 B	5	C5	X X X	D)1	E1			D2	E2			D3	E	3		X	X		[D4	X		4	X	D5	5
	Pro	oject c	comple	etion (date			ΔE	xamp	ble 1			Com	mon	nte																													
Example	Α	В	С	D	Ε		Α	В	С	D	Е		0011																															
1	21	22	23	24	25		0	0	0	0	0		Lon dela	g lea ays i	ad tim n any	ne f / pr	or pro	oje s w	cts /ill c	. Proj ause	ecte a do	ed co omii	ompl no e ^r	etion ffect	n da del	ates ve laying	ery ເ all ເ	unrea subs	alist equ	ic d ient	ue to proje	o the ects.	lost	: effi	cienc	cies	of m	anag	ging {	5 prc	oject	s at (once	e. A
2	5	10	15	20	25		-16	-12	-8	-4	0		Proj any	ject min	lead t ior pre	time oble	es sh em w	ort. ill c	. Pr cau	roject se a (corr domi	nple iino	tion effec	dates ct del	s si layi	ignific ng all	antly sub	/ sho sequ	ortei Jet j	r for proe	first jcts.	4 pr	ojec	:ts, ł	nowe	ver	proje	ected	l date	es ar	re un	ireal	istic	c sin
3	6	13	20	27	34		-15	-9	-3	3	9		Add cau prio rest	litior sed rity ults i	າ of "b by mi projec in gre	ouffe inoi cts. eate	ers" i r proj In ac r effic	nsu ect ddit cier	ulat t de tion ncy	es ke lays. , bec	y ac Proj ause	ctivit jecte e on	ies f ed co ly 1	rom l omple proej	bei letic jct i	ng de on dat is beir	laye es a ng m	d du ire re nana	e to ealis ged	o mii stic, I at a	nor p and a tim	orobl are e, th	ems still ere	s, an sign is g	d avo ifican reate	oids htly r fo	dom earlie cus a	nino e er tha and le	effec at firs ess s	t bet st exa stres	twee ampl s - w	n pro le foi /hich	ojec r the n ger	cts e to nera
4	16	17	18	35	36		-5	-5	-5	11	11		Thre proj with eac reso wou	ee p ects in e h pr ched ild b	roject , proj ach p oject luled. ie req	ts a jects proje tak Ur juire	re ov s are ect. F es loi iless ed aft	verl ins Proj nge the	laye sula ject er tl e #4 eac	ed to ated fi com han th task ch #4	utiliz rom pletio ne 1 is a activ	ze re one ion c day a "fix vity	emai e anc dates v sch ced d as w	ning other s of to hedulo luration vell. (car by op ed, ion' (see	pacity using 3 prio a dor ' task e exar	res stra rity ninc (wh nple	ulting ategi proje effe ich v e bele	g fro cally ects ect v voul ow)	om t y pla is s will s Id ne	ne la aced till m till o ever	ig tin buff uch ccur take	ne (ers earl cau lon	FS2 whic ier t ising ger	d) be ch pro han e g the than	etwe otec exar sub the	en ta ct the mple osequ sche	asks. mos 1. N uent edule	Des st crit ote t #4 ao	pite tical hat i ctivit ne), a	jugg activ f the ies to an ac	ling vities #4 a o be dditio	thre (#4 activ	ee 4) vity I bu
lternate approa	19	20	21	39	40		-2	-2	-2	15	15		In th take proj bas add com wee	nis e e lon ect l ed c ition nplet eken	xamp ger th buffer on the ial bu tion d ids to	ble, han r is pro ffer late ab	buffe expe share bbabi betw s of t sorbe	ers ecte ed l ility vee he e pr	are ed, bet an en tl las robl	e plac withc ween id cor he #4 t two lems.	ed b out ir all t iseq tasł proje	petw mpa three quen ks, p jects	reen acting e pro ace o proje s, wh	the # ojects of hav ect co nile si	#4 a ne s. T ving omp igni	activiti xt pro he wi g two pletion ificant	ies t ject. sdoi or th dat ly la	o en . Ra m of iree es fo ter th	sure ther this of th or th	e tha r tha s app ne p ne to the	at the n ha proa rojeo p 3 first	ere v iving ch w cts e prior exa	voul a fu oulo xpe ity p mple	d be ull da d be rienc proje e, ar	e time ay bu base ce pro cts a e rea	e to iffer ed o oble re s ilisti	com at the n the ems v still ea c and	olete ne en e ass with t arlier d do	the id of essn the la thar not r	#4 ta each nent ast ta n the requi	ask if h pro of ris ask. I e first ire ev	f it w bejct, sk ez Desp exa venir	vere , the xpos pite ampl ngs	to e fina sure the le, a anc

Example 5:	In this e commor manage are sche	xample, sticke a as well. If ma their time. Pro eduled ALAP a	rs are trea ny resour bjects are round dru	ated a rce co sync um re	as pro onflict hroni	oject s are zed to ce so	phas ant o dru that	ses in icipat um re t focus	ed, t sour s is r	ich ph the siz rce ba mainta	nase ze o asec aine	e 4 of of fee d on ed on	f eac ding their top	h pro buffe prior prior	oject c ers wi ity. Bi ity pro	ontair II have uffers bjects.	ns drui e to be are ac	m rese e incre dded t	ource. eased f o prote	Other phas to accomod act drum re	ses m late th sourc	ay als ne ine ce and	o have resources in vitable delays as resources project completion. Projects
												TI	ME										
A1	A2	A3		F	A	4	с	At	5	Р													
	B1	B2		В3		F		В4	с		в	5		Р									
		C1	C2			C3	3		F		C4		с		C5		Р		•				
			•		D1		D	02		D3		1	F	D4	с		D5	-	Р				
				Ē	1			E2	2			E3		8	F	E4	с		E	5	Р		