Job

	I	II	III	IV	
A	10	12	9	11	⇒ 10
B	15	10	7	8	⇒ 5
C	12	14	13	11	⇒ 11
D	8	15	11	9	⇒ 8

Machines

Job

	I	II	III	IV
A	0	2	9	1
B	0	5	2	3
C	1	3	2	0
D	0 ↓	7 ↓	3 ↓	↓
	0	2	2	0

machines

Job

	I	II	III	IV
A	⊘	0	1	Job2 1
B	0	3	⊛ Job3 3	
C	1	5	0	⊚ Job4 0
D	⊘	5	1	1

Job1

Job A → Machine II

Job B → machine III

Job c → machine IV

Job D → machine I