

Assessment 3 case study

RMIT: Introduction to Project Management

When the unexpected occurs....

Oh no! There has been a major unexpected disruption in your project plans! One of the key stakeholders has contacted you with an urgent requirement that will involve the scheduled works to be changed mid-project in order for the site to remain operational.

This is the email you have received:

From: manager@dixonco.org.au

Date: Today

To: you@project.com.au

Hello Project Manager,

I am Erica, the Senior Manager of Dixon Co. headquarter office in Melbourne.

The storage tanks in the Yarraville terminal facility need to be in good condition and fully operational in about 5 weeks as we are expecting to receive 4 million litres of truck fuels from Mobil and Shell shipment. We can't afford to miss this deadline as it will be another 12 weeks for another shipment to be organised. There is serious pressure from the Commercial Division not to lose the \$2 million revenue from this product, and to top it all off, if we don't get this delivery our key customer will not be able to operate, exposing us to major penalty payments in excess of \$3 million per month!

I can see from your project management plan that the initial schedule originally planned to complete the repair and rehabilitation of the tanks is behind by 5 days. It will now take 15 days to complete the work.

The project has already been delayed by 10 days due to additional faults discovered in other tanks on site, so we can't possibly complete the project within your original scheduled time. Please make sure that you rework the schedule to ensure that the tanks are ready to receive the products within my 5 weeks deadline!!

Cheers for now,

Erica

P.S. By the way, I don't have any funds to cover any additional cost that might occur due to this change.