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IBM Global Services

Memorandum

To: Project Manager for Training for Rest Easy Hotels Corp.
From: Tom Smith, IBM Executive Project Manager, Rest Easy Hotels Improvement Project Team
Re: Your Assignment
Ref: Rest Easy Hotels Improvement Project Summary of Intent and Preliminary Scope Statement
Date: 15 February 2001

Assignment

As part of the Rest Easy Hotels Improvement Project, you have been assigned as the project manager responsible for the initial training of the hotel staff. This training is for the new hotel management system that is being installed in all 20 Rest Easy hotels around the world. You are responsible for ensuring that all users in each hotel are trained within one week of the system's installation at their hotel. You will work closely with other members of the Rest Easy Hotels Improvement Project Team to ensure that all project objectives are met.

Specifically, you are to:

- Act as the central point of contact for all formal project-related communication between the project stakeholders

- Ensure that all project team members are aware of their responsibilities and commitments and that they perform as promised

- Ensure that all contractual commitments are fulfilled on time, within budget, and to the complete satisfaction of the sponsor

- Ensure that a system is in place to document and control contractual performance

- Prepare a realistic, detailed project plan and obtain agreement to the plan from all stakeholders

- Maintain a Project Control Book that contains all relevant project information

- Control cost, schedule, and variance from the plan

- Report project status to management on a regular basis

Authority

The scope of your authority as project manager includes:

- Authority to lead your project team

- Authority to issue specific directives as necessary

- Direct access to the sponsor or executive project manager on all matters related to this project

- Control and distribution of your project budget

- Authority to require periodic project team status reporting

- Authority to monitor the time, cost, and performance activities of your project team and to ensure that all problems are promptly identified, reported, and solved

- Authority to cross functional organization lines and to interface with all levels of Rest Easy Hotels management to achieve project success

- Authority to negotiate with Rest Easy Hotels functional managers for changes in resource assignments

- Authority to delegate responsibilities and authority to project team associates

Scope Statement

The overall project will set up, configure, and install IBM processors and third-party hotel management software in all Rest Easy hotels within 12 months, in accordance with the specifications approved by the sponsor. The system will be rolled out as follows:

- A prototype of the new system and its training will be developed, installed, and tested in a sponsor-designated hotel no later than six weeks before the targeted installation date for the first hotel.

- All reviews of the prototype and training and agreed-to changes must be completed within two weeks of the targeted first installation.