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| SUMMARY |
| Creative and Highly Motivated **PMP-Certified** **PMO** **Program/ Project Manager** with Business Analyst background having **18+ years** of progressive Industry Experience in **Fortune 500** companies recognized for:   * Proficiently managing **Medium to Large sized projects** using principles & standards of **PMBoK and AGILE** * Expertise in managing various **COTS** **Systems:** **Learning Management Systems (LMS)** such as **SABA, SumTotal, Plateau /SuccessFactors, ComplianceWire, Enterprise systems** viz. **SAP,** **LifeRay, BPM (Appian)** etc. * Taking on **new responsibilities** and known to perform excellently in challenging environments * Excellent **Resource managing** (Onsite/ Onshore/ Offshore) capabilities * Solving problems quickly with **Analytical** and **Tactical** approach * Expertise in **e-learning, HR** **technologies, Mobile Apps** and working with **SCORM** and **AICC** standards * Proficiency in all the aspects of software development areas **(SDLC, RUP, Agile) using CMM Level 5** * Excellent Project & **Team** **managing capabilities** using **Six Sigma** methodology while maintaining **Customer Satisfaction** at the highest levels * **Gathering and organizing** information on problems or procedures * Managing **enterprise-level** initiatives in Finance, HR, Compliance, Risk Management and Quality Assurance * Outstanding **communication**, **Interpersonal** and **Presentation** skills * Excellent team player capabilities while having outstanding ability to work independently * Having **Masters and Bachelors degrees** from premier institutions |
| **EDUCATION, CERTIFICATIONS & AFFILIATIONS** |
| * **post graduation in information technology** (business applications) **1999 – 01**   S. P. JAIN Institute of Management & Research, Mumbai, India ([www.spjimr.org](http://www.spjimr.org) )   * **BACHELOR OF TECHNOLOGY** (B. TECH) **1995 – 99**   National Institute of Technology (N.I.T.), Kurukshetra, India ([www.nitkkr.nic.in](http://www.nitkkr.nic.in))   * **PMP/ PMI®** – Project Management Professional ([www.pmi.org](http://www.pmi.org)) * **IBM –** MasteringRequirements Management using RUP: Rational Unified Process ([www.ibm.com](http://www.ibm.com)) * **INS/ API** – Associate in Personal Insurance ([www.aicpcu.org](http://www.aicpcu.org)) * Brainbench™ Certification in Business Communication (Transcript ID# 5052751) * **Certified ScrumMaster®** (CSM) and **Certified Scaled Agile Scrum Practitioner** (SAFe SP) * **Adobe Captivate** Certified (LMS Content Authoring tool) |
| **SKILLS** |
| * **BUSINESS AREAS** – **Finance** (Banking, Financial Services, Insurance), **Pharmaceutical**, **Telecom** * **BUSINESS SKILLS** – Project Management & Scheduling, Budgeting & Cost Estimation, Vendor Management, Resource Management, Change Management, Risk & Contingency Planning, Requirements Gathering, Work Breakdown Structure (WBS), Business Intelligence, Data Migration, Data Mining and Data Warehousing * **SOFT SKILLS** – Team Management, Critical Thinking, Judgment & Decision Making, Time Management, Interviewing, Mentoring, Training and Supervising, Presentations skills, Brainstorming for Gathering Business and Functional Requirements, Conflict Management and Negotiating techniques * **PROGRAMMING** – Knowledge of C/ C#, C++, VB, Perl, ASP .NET, Java/ J2EE, PL/ SQL * **WEB TECHNOLOGIES** – HTML, Flash, JavaScript, Shell Script, XML * **OPERATING SYSTEMS** – Windows NT/ 2000/ XP/ Vista, Sun Solaris 9/10, UNIX, Linux * **DATABASES** – Oracle, DB2, MYSQL, MS Access, IIS, SQL Server 2005 * **VERSIONING** – Team Foundation Server (TFS), SharePoint Server, Visual Source safe (VSS), SubVersion (SVN) * **TOOLS** – MS Project, PPM, SharePoint Online, Visio, JIRA, MS Office (Excel, Word, PowerPoint, Access), SAP ARIBA, Rational Rose, DOORS for Requirements Management, LMS Systems (Saba, SumTotal, Plateau/ SuccessFactors), Borland StarTeam, Visual Basic, Virtual Classroom tools (Adobe Connect, CENTRA, WebEx), Informatica, BPM Systems * **TESTING** – Test Director (Mercury), HP ALM/ Quality Center, Remedy (BMC) * **REPORTING** – Tableau, Crystal Reports, Spotfire, COGNOS, MicroStrategy * **METHODOLOGIES** – AGILE, Rational Unified Process (RUP), SDLC, OOAD * **MISCELLANEOUS** – Unified Modeling Language (UML), Lotus Notes, DreamWeaver, TOAD, SQL\*PLUS, Photoshop, PhotoImpact, Adobe Captivate, Adobe Presenter, Articulate, Lectora, Camtasia, FTP, MSFT, Lawson |

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| **PROFESSIONAL EXPERIENCE** |
| |  |  | | --- | --- | | **Sr. Project Manager/ Scrum Master,** Bristol-Myers Squibb  **Location**: *Princeton Pike, NJ* | **Jun** **2018 – Current** |   **Project**: *Medical Congress Digital Platform – using* ***AEM (Congress Connection) AND eMIRF***   * Successfully managed Project **Scope**, **Time**, **Cost** and **Resources** while maintaining the **Quality** of deliverables * Kept the **Project Plan** up to date while staying on top of various **deadlines** and **deliverables** * Collected, Documented and Managed the Business and Functional Requirements for GxP compliant **Release 1** **(Medical – Congress Connection)** and **Release 2 (Commercial – BMS Knowledge Exchange)** and managed them in SharePoint and DocIT * Using **AGILE** Framework, created **User Stories** and managed the **Product Backlog** using **JIRA and Confluence** * Diligently **communicated** **Project Status** updates to all the team members and stakeholders * Managed **Business and** **Stakeholder expectations** by making sure they are heard and are completely satisfied * Documented **Communication Plan** for Project Cadence and **Change Management Plan** for successful User Training & Adoption * Collected and Documented **Reporting Requirements** and worked with the **Adobe Analytics** team to develop the Reports * Performed **hands on testing** of the AEM **(Adobe Experience Manager)** application using Super user access * Worked with the **UX design team** to make sure all the **UI** **Wireframes & Visuals** are up-to-date as per the requirements * Documented **Performance Testing** requirements and worked closely with team to successfully **Load** and **Stress Test** the application * Worked closely with the business owners to review and approve the **UI design** (wireframes and Visuals) for the application * Actively participated in **Daily Scrum** meetings and made sure all the open issues are resolved on daily basis * Successfully managed and delivered the **eMIRF iPad application** that BMS used at Congress booths for collecting & processing HCP queries and providing appropriate responses – Managed Product development, Integrations, System, Integration & UAT Testing * Created **UAT Test plan & Test Scripts.** Worked with business to make sure UAT testing is conducted successfully **using** **HP ALM** * Responsible for aligning the application with **Legal and Privacy guidelines** such as **GDPR and CCPA** * Discussed and planned **Post production support** for the application post Go-Live * Worked with the Business Partner to develop presentations establishing the **Business Outcomes** of the project  |  |  | | --- | --- | | **Program Manager/ IT Business Partner,** Bristol-Myers Squibb  **Location**: *Lawrenceville & Princeton, NJ* | **Oct** **2015 – Jun 2018** |      * Responsible for delivering medium to large scale projects in the **Finance domain** (Treasury, Tax, Statutory, Fixed Assets etc.) * Acted as a **Liaison** **between** **Business Owners** **and the IT team** to make sure various projects were delivered successfully * Created **Business Cases** and **Project Charters** for the projects in pipeline and used them to **acquire project funding** * Acted as the main point of contact for project execution; set up regular **Project status meetings** to demonstrate **Progress** & **Risks** * Performed research on whether or not to **implement Cardea** by replacing SAP MDG-F (analyzed various options from time and cost perspective) and documented the requirements (BRD) for the same * Accountable for **migration** **of SharePoint 2013 sites in to SharePoint Online** for all of Finance and Global Procurement * Performed **Change Management** activities such as **Broadcasting, Communication, End user training, User Adoption & Support** * Worked closely with Business Owners of various **SharePoint & O365** sites and helped them with **migration activities** and provided hand-on **troubleshooting of issues** and creation of SPO sites from scratch * Created **inventory of requests for new SharePoint Online sites** and analyzed each request prior to provisioning * Worked on **PoC for OneDrive for Business** and provided constant feedback for process improvements * Managed creation of **Dashboards** (Discounts/ Invoices/ Missed discount/ Blocked Invoices) **using Tableau** for continuous monitoring * Managed the implementation of **GST (Good & Services Tax) solution** **for BMS** work done in India (**SAP workstreams** covered were Procurement, Supply Chain, Information Systems, Indirect Tax, Accounting) * Managed the **Retirement of various financial application** that were being under-utilized * Performed analysis of various financial apps in Vitalize to decide for **Shift Left** (reduced support) or **Shift Down** (Decommissioning) * Supervised the implementation of a new **Vendor Onboarding Workflow** solution (FormVerse) replacing an existing dated application * Managed various enhancements/ upgrades to SAP – **migration to S4/HANA** * Documented multiple **Digital Capability Investment Profiles (DCIPs)** required for exhibiting Business Outcomes & Secure Funding * Managed, maintained & approved all the projects in **Project & Portfolio Management (PPM)** tool * Managed multiple **Global Procurement (GP)** projects such as Source-to-Pay module in **SAP** and Dashboards using **Tableau** * Managed the project pipeline and status updates in the **Book of Works (BoW)** * Acted as a Business Partner for various **Global Real Estate & Workplace Services (GREWS)** projects – Managed & maintained the **Funding Model** and made constant updates to the same by updating infrastructure project timelines  |  |  | | --- | --- | | **Sr. Project Manager/ Agile Scrum Coach,** McGraw-Hill Financial  **Location**: *Hightstown, NJ* | **Jan** **2015 – Oct 2015** |      * Seamlessly managed the **Transition of Quality Assurance** and **Release Management** efforts from one vendor (Wipro) to another (TCS) – Managed Project’s Schedule, Resources, Budget and Cost using HP-PPM * Acted as **Scrum Coach** and guided project owners on Agile’s Best Practices and helped implement **Agile & Kanban** |
| * Worked closely with the Product owner to prioritize the **User Stories** and maintainthe **Product Backlog** using **JIRA** * Managed **HR and Corporate work intake process** that included portfolio of change requests/ demands effecting systems such as **WorkDay, PeopleFluent, SumTotal LMS, Jive** etc. * **Coordinated execution** ofDemands and Proposals in the **HR** & **Corporate Information** **Risk Management** (CIRM) areas by getting **estimates** from all impacted systems and obtaining **approvals from the Change Control board (CCB)** * Tracked **timelines and financials** for demands & proposals and reported the progress update to senior management * Worked closely with **Senior management and Deloitte** to perform vendor evaluation of a new **Governance, Risk and Compliance** **(GRC)** solution being sought at enterprise level * Managed migration of applications from **OAM 10g to 11g** for S&P, Capital IQ, Dow Jones Indices, Platts and JD Power * Worked closely with business and managed **enhancements to HP-PPM** tool * Worked with **Identity & Access Management** (IAM) team to upgrade and enhancements to their QA environment by adding Single sign-on, HR feed for account creation, Automated account expirations, Dupe management etc.  |  |  | | --- | --- | | **Project Manager/ Lead Technical Analyst,** Merck & Co., Inc.  **Location**: *Branchburg, NJ* | **Jun** **2014 – Jan 2015** |   **Project**: *Business Process Management (BPM) Legacy Migration – using* ***APPIAN******(COTS Solution)***   * Single handedly **managed** **global implementation** of BPM tool across various workstreams in multiple departments * Diligentlyexecuted various phases of the **multi-million project** and exceeded the expectation of all stakeholders * Successfully managed **resources** and provided accurate time-cost estimates **(Billing, Budgeting, Forecasting)** * Updated the **Project Plan** on a regular basis using **MSPS** * Kept everyone up-to-date by sending out regular **status reports** and minutes of all the meetings **(MoM)** * Worked with **cross-functional teams** and achieved successful delivery of the following Global BPM applications: Master Data Stewardship (MDS), Customer Membership & Eligibility (CME), Business Meeting Over Meals (BMOM) and Europe Middle East Africa Procure-to-Pay (EMEAPtP) * Performed **Data Analysis/ Data Mapping** and established the **Data Migration Requirements** * Ensured complete documentation of functional requirements and Test cases for system’s **mobile application** * **Brainstormed** business processes in detail with the SMEs and proposed **process improvements** * **Managed** a team of **Business Analysts** andManaged **UAT testing** across all workstreams. * Ensured proper documentation of all project artifacts such as **Project Charter, Project Plan, Functional Requirements,** **Test Plans, Test Cases, Development and Testing Summary Reports etc.** * Initiated **Project Demo** sessions on the progress and get **feedback** on the functionality and get business feedback * Managed all project artifacts in **SharePoint and Team Foundation Server (TFS)** * Identified the **Data Migration requirements** for various workstreams and documented the **Data Migration Plan** * Worked with support teams to create **Support Models** for the various workstreams * Provided **Knowledge Transfer** to the Business Operations, Support and Helpdesk groups * Analyzed various **UAT defects in ALM** and provided proper explanation to the team as per the requirements * Created **training slides** and helped business with **End User Training**  |  |  | | --- | --- | | **Project Manager/ Scrum Master,** Standard & Poor’s (S&P)  **Location**: *New York City, NY* | **May** **2013 – Jun 2014** |   **Project**: *RDSM – Disclosure/ S&P.com – using* ***LifeRay***   * **Managed** a team of **Onsite** and **Offshore** **resources** that included Business Analysts, Developers and QA testers * Acted as a **Scrum Master** and successfully executed **Daily Scrum meetings** with **Onsite/ Offshore** * Worked closely with BAs to document the functional requirements in the form of **User Stories** and **Product Backlog** in **VersionONE** * Worked closely with the **Product owner** to prioritizethe **User Stories** * Worked with the **UX design team** to make sure all the **UI** **mockups** are up-to-date as per the requirements * Identified all the **Security requirements** that need to be adhered to in order to bullet-proof the code * Identified the **Non-functional requirements** for the system that define **performance benchmarks, SLAs** etc. * Worked with **stakeholders** across the globe (**Japanese, Russian etc**.) to facilitate **regional business requirements** * Worked closely with other Project Managers to identify and **inter dependencies** and highlightany **risks/ issues** * Worked closely with the **Architecture team** to review the application’s **front**-**end** created using **LifeRay** technology * Worked withdevelopment team to **add regional web content** to LifeRay and build regional **webpages** * Analyzed **WSDLs** using **SOAP UI** and captured the input/ output parameters of **web services** * Analyzed databaseprocedures using **TOAD** to understand the **backend logic** * Worked with Dev team to analyze the functionality of **web services** used in conjunction with **database procedure calls** * Worked closely with the BA to document the **Success Acceptance Criteria** for the **UAT/** **Parallel run** phase * Analyzed **UAT tickets** and **Quality Center defects** and made sure all issues are resolved as per requirements and SLAs  |  |  | | --- | --- | | **Project Manager/ Lead Business Analyst,** Merck & Co., Inc.  **Locations**: *Whitehouse Station, NJ, Upper Gwynedd, PA & Rahway, NJ* | **Jan** **2010 – Apr 2013** |   **Project**: *Licensing Knowledge Repository (LKR) Release 1 & 2 – using* ***Microsoft Dynamics CRM*** |
| * Managed successful implementation of initial release of **Licensing Knowledge Repository (LKR)**; a Microsoft Dynamics CRM 2011 solution in a **21 CRF Part 11/ GxP compliant & validated** environment * CreatedProject **Scope,** Project **Plan, Activities** and **Cost Estimates** and maintained Project **Budget/Financials** * Managed **project resources** from **Financial**, **Performance** and **Time** perspective * Actively participated in **Diagnostic workshops** for reviewing and analyzing requirements with the vendor (**Microsoft**) * Managed **User Acceptance Testing (UAT)** activitiesduring UAT phase using **HP Quality Center** * Identified **integration points** and reviewed data from/ to all **upstream** and **downstream** systems * Performed & Documented the **Business Impact Analysis** (BIA) and documented **Disaster Recovery** Plans (DRP) for the application * Worked closely with the **Data Migration** vendor (Liaison) to shape up the **Data Migration** requirement specifications * Worked with the business to create **Data Models** and also defined **Data Cleansing** and **Data Mapping** rules * Worked on Integration of LKR application with **HR and other applications** such as PeopleSoft, GCI Plaza, Knowledge Repository, CLIS, SharePoint and MIDAS * Oversaw the documentation of reporting requirements using **SQL Server Reporting Services (SSRS)** * Identified and created a **Training Plan** for Business and End users of the system * Involved in creation of a **Support model** for the project after go-live & supported the system during the **Hypercare** period after go-live * Defined the **Security matrix** and identify security roles within the system * Identified **Use Cases** and worked closely with system engineering team to do **Performance Testing** on the system * Supported the legacy **PeopleSoft** Licensing Knowledge Repository (LKR) application  |  |  | | --- | --- | | **Project Manager,** Merck & Co., Inc. |  |   **Project(s)**: *External Learning Management System (ELMS) COTS Implementation – using Plateau 6.3 (****COTS****)*  *ILT to eLearning POC/ Vendor evaluation (Tricore)*  *3D Virtual Environment (3DVE) Implementation (ProtoSphere)*   * Using **AGILE** framework, created **Project Plan,** **Scope** and **Timeline** and acted as the **Scrum Master** for the project * Planned project progression by doing **Sprint Planning** and **Velocity** calculation * Created and maintained **Product Backlog** to capture **User Stories** using **RALLY** * Actively participated in Daily **SCRUM** **stand-up** meetings * Promptly sent out **business communications** to all the stakeholders alerting them of updated status & issues/ concerns * Regularly published Project status including the **Story** and **Sprint Burndown** charts * Managed the testing efforts during **UAT** **phase** – Created **UAT Test Plan, Test Scenarios** and **Test Data** * Identified all **upstream** and **downstream** systems and provided regular **status updates** to all stakeholders * Identified **Data Migration** strategies and **Brainstormed** for their refinement * Accomplished a **Proof-of-Concept (POC)** for evaluating online content creation performance of vendor (Tricore) to validate its competencies with respect to desired performance requirements as per **MPI (Merck Polytechnic Institute)** * Identified and documented the process for accessing **internal applications** by external users by using **Juniper network** * Analyzed and documented the strategy for **migration of user, role and protocol** data from **legacy** applications * Involved in writing vendor **RFP/ RFI** and **Evaluated tool functionality** of various Virtual 3D vendors: ProtonMedia, ON24, Avaya etc. * Attended vendor **demos** and involved in **Vendor selection** process for Virtual 3D learning system * Managed the **decommissioning** of **legacy LMS** applications used by Merck and Schering-Plough (GLS and uLearn) * Detailed out the **Data backup** and **Archival** strategies for the legacy applications * Critical part of the cope team for **deployment** of the **3D Virtual Learning** system in multiple countries  |  |  | | --- | --- | | **Project Manager,** Merck & Co., Inc. |  |   **Project**: *Merck e-learning System (MELS) to SABA LMS migration*   * Created **Project Vision,** **Scope** and **Timeline** documents and detailed **Project Plan** using MS Project * Managed project’s **budgets** and **financials** and provided regular **variance reports** to the management * **Managed multiple vendors,** created **vendor SOWs** and worked with them to resolve all **open issues** * Created **SCORM 1.2 & AICC** compliant courses using elearning content authoring tools such as **Lectora, ProForm, Captivate, Articulate, Camtasia** and **SABA Publisher** * **Using WBS** identified project work elements and **Monitored Project Performance** in terms of its **schedule and budget** * Coordinated project activities and prepared **communication plans** for various divisions such as **Corporate**, **Legal**, **Compliance**, **Clinical**, **Medical Affairs**, **Regulatory** & **Sales Training** * Documented **Business** & **System requirements**, Created **Storyboards** & **wireframes/ prototypes** using **Visio** * Worked in **Validated environments** while following **GxP and** **21 CFR part 11** **compliance** * Managed various **Data Migration** activities for transferring data from legacy systems to the new system * Overlooked the creation of **Test cases** and **Scenarios** to test the functionality of various modules of the LMS system * Maintained and stored all documents and artifacts securely in **TeamSite** using advanced features of **SharePoint** * Validated **accuracy** of **data** **feeds** and cleansed data files (using **excel Macros and Pivot tables**) used for migration * Tested & troubleshooted various courses in legacy LMS to validate **compliance** with **SCORM 1.2 & AICC** standards * Created **SOPs** for resolution of some common application and content issues * Tested various **interfaces** and **dependencies** of external systems and **validated the accuracy** of incoming data |
| ***\*\*\* Following are abridged project descriptions (More details can be provided upon request)***   |  |  | | --- | --- | | **Project Manager/ Lead Business Analyst,** AstraZeneca  **Location**: *Wilmington, DE* | **Jun** **2009 – Jan 2010** |   **Project**: SABA *Learning Management System (LMS) –* ***A COTS Product***  Worked on managing and maintaining the Learning Management System for the organization. Created Project Scope, Project Plan, List of Activities and Cost Estimates for implementing various enhancements to the LMS (LMS Facelift – Advanced Search capabilities, Reporting Dashboard using COGNOS etc.). Worked closely with the Sales Trainers and other departments such as HR (PeopleSoft), IS, Help Desk (IBM), SABA Support, Data Warehousing etc. to understand and manage integration points and dependencies. Managed issues and resolutions using SalesForce.com. Managed Virtual Classroom training sessions using Centra and online assessments using Pedagogue. Documented RFPs, Business Process Documents (SOPs), manuals, quick reference/ training guides and job aids.   |  |  | | --- | --- | | **Project Manager/ Sr. Business Analyst,** Sanofi-Aventis  **Location**: *Bridgewater, NJ* | **Dec** **2007 – Jun 2009** |   **Project**: SABA *Learning Management System (LMS) Implementation –* ***A COTS Product***  Worked on a large-scale, enterprise-wide implementation of GxP compliant LMS application in validated environment, and was responsible for managing Project Scope, Schedule, Timelines & budgets/ costs and making sure all deadlines were met. Documented and managed Project Implementation plan, Communication Plan, Data Migration plan, vendor SOWs and other project artifacts. Built SCORM & AICC compliant courses using tools such as BrainShark, Lectora, Captivate and Camtasia. In addition, managed data clean up and data migration activities using ETL methodology. Managed the decommissioning of legacy LMS application (Accenture LMS)   |  |  | | --- | --- | | **Project Manager/ PMO,** Prudential Financial  **Location**: *Roseland, NJ* | **Apr** **2006 – Dec 2007** |   **Projects**: Modernized New Business System (MNBS)  : Policy Life Underwriting System (PLUS)  Worked on a managing multiple projects and change controls for various departments such as HR (SAP), Underwriting, Provisioning, Documentation & IS to understand and manage integration points and dependencies and was responsible for maintaining their schedules, timelines and budgets/ costs on a regular basis. Also gathered project cost estimates, managed risks and prepared status reports to keep the stakeholders up to date with the progress. Managed onsite and offshore resources.   |  |  | | --- | --- | | **Business Analyst,** McKinsey & Company  **Location**: *New York City, NY* | **Oct** **2005 – Apr 2006** |   **Projects**: Global Expense System (ES1) – **COTS Product**  : SelfServe Transition Project  Worked on a company-wide COTS implementation and was responsible for holding requirement workshops internationally and documenting the Business & Functional requirements (as Use cases), Software Development Plan, Vision Document, Use Case Model, Use Cases and Activity diagrams. Also trained other Business Analysis in RUP methodology.   |  |  | | --- | --- | | **Business Analyst/ Test Lead,** United Services Automobile Association (USAA)  **Location**: *San Antonio, TX* | **Dec** **2003 – Oct 2005** |   **Projects** : Consumer Loan Origination – CLO (Banking Project)  : Auto Tier Design P&C (Automobile Insurance Project)  : Policy Administration System – PAS P&C (Homeowners Insurance Project)  Worked on Banking & Insurance projects and was responsible for Gathering & Documenting Business & Functional Requirements in the form of Use Cases using Rational Unified Process (RUP), Creating and Executing Test cases using Test Director, maintaining Traceability Matrices, Executing JAD sessions for requirements gathering and Brainstorming.   |  |  | | --- | --- | | **Business Analyst,** Tata Consultancy Services (TCS)  **Location**: *TCS Corporate Office, Mumbai, India* | **Jun 2001 – Dec 2003** |   **Project**: Corporate Strategy Group (CSG)  Worked in the Corporate Strategy Group and was responsible for Documenting BRDs, Performing Internal Audits Managing Budgets & Pricing Models and performing analysis for advising about Strategic Alliances and Mergers & Acquisitions (M&A). |