Mohit K. Malhotra

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**12+ years (6 years onsite U.S.) experience in Software Product Development & IT Consulting/Services**

**Global Delivery Management**

**Program & Delivery Management / PMO**

● Project & Program Management ● Agile Scrum ● Client Relationship Management

**Vast experience in Delivery & Program Management, Software / Mobile App & Product Development**

**Area of ExpertisE**

-Delivery Management -Program / Project Management/ PMO -Product Development/Engineering

-Mobile Application Development -Engagement Management -Key Account Management

-P&L Accountability -Risk Management -Budget & Cost Management

-Client Relationship Management -SLA Management -Team & Resource Management

-Efforts & Cost Estimation -Change & Release Management -Agile Scrum

**SYNOPSIS:**

**Program Management/ Delivery Management**

* Managing end to end delivery responsibilities including Client Management, Onsite/Offshore Resources/ Setting up the required Processes for the entire engagement and from time to time revisit the process gap and align as required. Implementing project plans within preset budgets and timelines.
* Customer Satisfaction, Growth and Profitability of the business and Employee Satisfaction.
* Identifying and sharing project specific innovations, best practices, tools or other lessons learnt that may be of broader interest within the organization
* Maintaining MIS for all phases, reporting project progress and Dashboards to the Client / Senior Management.

**Project Management**

* Handling project planning, execution and management in tune with the core business objectives.
* End to End project management activities from Initiation phase to Project Close out. Such as project scheduling & analysis; effort & cost estimation; resource procurement, deployment & allocation and Risk management.
* Creating Test Strategy, implementing and coordinating testing activities and defect management.
* Collaborate with Solution Architects/ Alliance/ Process experts to maximize value from proposals to delivery.
* Tracking Budget & Project Margins at each phase of Project Management Life Cycle.

**Product Development**

* Interfacing with business leaders and customers to prepare business requirements and high-level product requirements for new initiatives.
* Approving Product Release Plans. Monitoring and mitigating all risks.
* Creating Test Strategy, implementing and coordinating testing activities and defect management.
* Implementing metrics to measure the effectiveness and efficiency of the delivery process.

**PMO Functions**

* Established Project Management Office (PMO) as an independent Organizational Unit with responsibilities of Project Delivery, ODC management, stakeholder engagement, building project repositories and continuous improvement.
* Established e2e **Project Performance Reporting** & **Governance**
* Program /Portfolio Level Information dissemination to Stakeholders

**Leadership**

* Providing leadership, working closely with President and Vice-Presidents in managing long term plans; identifying risks, opportunities, and options.
* Promoting a culture of informed decision making ensuring that units of corporate responsibility are planned, structured and focused.
* Attracting, motivating and coaching talent to achieve the objectives.
* Establishing Start-ups to Productive Conclusions.

**Estimations & Pricing Models:**

* Extensive experience in Work Breakdown Structure **(WBS)** andManaging Project **Scope**
* Extensively involved in **estimation** using **PERT** (Program Evaluation and Review Technique), **analogous** techniques **(Subject Matter Experts)**, **Relative sizing (T-Shirt)** and **Bottom-up** approach
* Extensive experience working with Time & Material **(T&M**) / **Effort Based, Retention**, **Fixed Bid** and Managed Services

**Business Domain:** Banking, Finance, Telecom, Healthcare, US Govt. Projects, IT Services & Product based companies.

**Software Development Methodologies (SDLC):** Extensive experience in Classic Waterfall, Agile Scrum, Hybrid (Best practices of Waterfall & Agile) & Prototype methodologies.

**Business Analysis:** Worked extensively in creating BRD, FSD, TSD, Wireframes, NavGraph, Design Documents, Requirement Videos, PSD and User Stories for the team

**Release/Change Management:** Extensively involved in creating & baseline releases and deployment strategy.

**Quality Assurance & Control:** Extensive experience in complete STLC, Audits & Compliances

**Operations & Support:**

* Service Availability Metrics, RCA, CAPA & post Mortem reports, Communicating Incidence and escalations, Monitoring SLA(s); SLA Management; External Notification to Client for Implementation / Deployment.
* Responsible for global releases as per category (Emergency/critical/major/minor) wise SLAs agreed with customer. Customer Trouble ticket support via local help desk, Tier-1/2/3 and R&D team to meet contractual service delivery KPIs. Root Cause Analysis (RCA). Equipment upgrades w.r.t. latest software releases.

**Academic Qualification:**

**Bachelor of Engineering (B.E)** from Rajiv Gandhi Proudyogiki Vishwavidyalaya (**RGPV**), Bhopal (MP), India

(Electronics & Communication; **First Class**)

**TECHNOLOGY Stack:**

**Project Management Tools:** MS Project 2010/2007/2003, JIRA 6.1, Digite, Clarity

**Project Contract Type:** Time & Material (T&M), Fixed Bid, Retention Models, Managed Services

**SDLC methodologies**: Waterfall, Agile Scrum, Hybrid, RAD, Prototype, POC

**Version Control:** TFS/VSTS 2010, SVN, Clear case, MS- Visual Source Safe (VSS), Serena ChangeMan DS

**Release & Configuration:** Cruise Control.Net (Continuous Integration Server), SIS, WIT, incidence, itasks & ctasks

**Tools:** Clarity, RMS, IBM Rational ClearQuest, VISIO, Citrix, MS – Office, Bugzilla, TFS, BTS

**Technology:** Microsoft (.Net); Java; Share-point, PHP, PERL, SaaS, MaaS, Clouds

**Applications:** Web/Windows/Mobile Applications and VAS Telecom Products

**Database**: SQL Server; Oracle

**Core Strength**

* Excellent hold on communication, interpersonal & Organizational Skills
* Expertise handling Global Delivery teams (Max team size handled: 100+ resources)
* P&L experience of US$2 Million
* Client Relationship Management

**Employer(s) Detail:**

**INDIA:**

* Flight Network Inc.(G K Management India Ltd), Ahmedabad, India as a **Sr Project Manager** **(PMO)** (June 2013 – Feb 2014) –“Company is merging/acquisition”
* Aris Global Software Pvt Ltd, Mysore, India as a **Delivery Manager** (May 2012 – Feb 2013)
* Motricity India Pvt Ltd., Gurgaon, India as a **Senior Project Manager PMO** (June 2011 – March 2012) - “Operations Closed”
* V M Software Pvt Ltd, Pune, India as a **Senior Project Manager** (Oct 2010 – June 2011) - “Operations Closed”

**United States (H1B):**

* Compunnel Software Group Inc, NJ **(H1B - USA)** **Project Manager** (Jan 2008 – Sep 2010)
* Arrowpoint Technology Inc, NJ **(H1B - USA)** **Project Manager** (July 2007 – Dec 2007)
* Optima Resources Inc, NJ **(H1B - USA)** **Technical Project Lead/Manager** (Dec 2005 – May 2007)

**INDIA:** National Engineering Works, India **Senior Software Engineer** (July 2002 – Nov 2005)

**Client(s) Detail:**

**Flight Network Inc, Ahmedabad –** (June 2013 – Feb 2014)

**Sr. Project Manager (PMO)**

**Team: 50+; Projects: 15+**

**Reporting to CIO (Indirect) & PMO Director (Direct)**

**Direct Reporting:** 4 Project Managers, 2 Product Manager, 2 Business Analyst, 2 BSM

**Indirect Reporting:** 1 Solution Architect, 5 Technical Leads (UI/UX, DEV, QA/QC, DBA) & Respective teams

**Programs:** AIR, Hotels, Scrapes – Meta/ Non Meta Sites

Major Project Catalog, Post Implementation (Maintenance)/Current Engineering; Break Fix, Tactical Minor & Major

FlightNetwork.com is one of Canada's leaders in the online travel industry and named two years consecutively by PROFIT magazine as one of the 100 fastest growing companies in Canada. Globally positioned in 3 countries and 5 offices

**Key Contributions:**

* Instrumental in setting up **PMO-Project Management Office** function across India for all the customer project teams.
* Established Project Management Office (PMO) as an independent Organizational Unit with responsibilities of Project Delivery, ODC management, stakeholder engagement, building project repositories and continuous improvement.
* Managed PMO Program by Directing and Executing all the ongoing IT Projects
* Issue Project Charter to PM’s for Project On boarding based on the Current Utilization (*PM Utilizations are tracked based on the Project Type and Phase****)***
* Reviewing projects regularly, conducting Weekly Project Review Meetings with all the PM’s, Monitoring and Controlling of Schedule and Cost. Review Risk and Issue logs, support the PM’s where required.
* Regular review of Projects with PM’s to for Compliance and provide feedback on the areas of improvements
* Responsible for **e2e project management** from **initiation** to **project closure** & **post implementation support**
* Providing **Competency Leadership** (how to do things) & **Executional Leadership** (what to work on) on a Program Level
* Business planning and analysis for assessment of **revenue** potential.
* Managed a team of more than 100 resources. Responsible for hiring, resource allocation, setting objectives/KRA/KPIs, and conducted performance appraisals.
* Thoroughly implemented IT PMO methodology from Inception phase to Cut-Over & Close-out. Successfully led business requirements gathering workshops in India and USA. Conducted **‘To Be Vs. As Is’** & **SWOT** Gap analysis.
* Heading **end-to end global delivery** for Multi-Shore Operations [Onshore (Canada, Russia, Australia); Offshore (INDIA - Ahmedabad, Mumbai, Delhi, Bangalore, Dehradun, Coimbatore) and Vendor **Ernst & Young** (E&Y)
* Implemented Standard reporting tools & processes for monitoring **project health** & **Financials** across Multi-shore
* **Resource capacity utilization (optimal), Loading** & **balancing**. Project wise Skill gap analysis and development plan
* **Budgeting**, **P&L** and **margin** analysis, RFP/Tender compliances. Customer relationship & new business development
* Contract execution, Customer Acceptance, **Revenue realization** & **invoicing** completion. Responsible for monthly P&L against business case. Strict monitoring on **Project Budget adherence** and controls.
* Lead cross functional & competency teams as to deliver the projects maintaining effective triple constraints
* Responsible for increasing the program profitability, increasing revenue, reducing operational cost
* Focused on **people strategy** & **delivery** **assurance**.
* Responsible for managing multiple Programs & Product lines
* Responsible for **Project Planning, reviewing** and **Tracking/Monitoring & Controlling**
* Establish Processes as suitable to the company’s benefits
* Implemented Several Metrics as to measure the productivity of the team & ROI

**Noticeable Attainments:**

* Established **PMO-Project Management Office** function across India
* **Given profitability (33%)** in various Programs within the organization
* Increased the **revenue growth** (New Revenue / Existing Revenue)
* Development of Program Management Process Framework.
* Process Implementation & Optimization

**Employer: Aris Global Software Pvt Ltd, Mysore –** (May 2012 – Feb 2013)

**Clients:** PPD, Biogen Idec, Abbott, agCapture/EDC, Unithink, agXchangeSIR, agClinical, agEncoder

**Delivery Manager:** Leading a team of 1 Senior Manager, 1 Product Manager & 4 Project Managers (Team: 70+)

Aris Global is a product development company & global provider of R&D software solutions and consultancy services dedicated to serving life sciences companies in the management of their clinical trial, safety and regulatory information.

**Key Contributions:**

* Established e2e **Project Performance Reporting** & **Governance** in all the knowledge areas of Program Management covering all the Services business lines e.g. Projects deployment, Technical Support and Operations.
* Providing **Competency Leadership** (how to do things) & **Executional Leadership** (what to work on) on a Program Level
* Provided oversight on key engagements & **end-to end global delivery** for **multi-shore** involving UK, Europe (France, Brussels), US & India centers.
* Implemented Standard reporting tools & processes for monitoring **project health** & **Financials** across Multi-shore
* Key focus to measure e2e **Operations** & **Financial** **KPIs** E.g. **Cost Adherence.** Gaps on Contractual Deliverables vs. Actual. **Supplier Performance** Management. Risk Management & Change management. E2E **Demand Planning** Accuracy (Equipment Services-Resources).Project inventory management etc. Project Management tools and methodologies deployment. PMP certification for PMs. PM competency-Training & Coaching.
* **Resource utilization** & **balancing**. Project/Circle wise Skill gap analysis and development plan
* **P&L responsibility for Clinical SPUs (2 Million USD Cost Center)**
* Act as a First Level Escalation point for customer on Projects
* Setup Weekly / Fortnightly **Governance Meeting** with Customers, Cross Function Teams and Vendors
* Contract execution, Customer Acceptance, **Revenue realization** & **invoicing** completion. Responsible for monthly P&L against business case. Strict monitoring on **Project Budget adherence** and controls.
* Lead cross functional & competency teams as to deliver the projects maintaining effective triple constraints
* Responsible for increasing the program profitability, increasing revenue, reducing operational cost
* Focused on **people strategy** & **delivery** **assurance**.
* Responsible for managing multiple Programs & Product lines
* Implemented Several Metrics as to measure the productivity of the team & ROI
* Interacting with potential clients for new business development.
* Heading the **end-to end global delivery** for the Clinical SPU product line for Europe/UK region.
* Created & Defined Program Dashboard, Project Execution Methodology, Processes, Templates & Metrics
* Responsible for **Customer Satisfaction** and **Team Building** activities
* Lead cross functional teams as to deliver the projects on schedule within approved budget & as per the planned quality
* Built competencies & worked with US/UK based management team to ensure steady in-flow of client projects.
* Responsible for managing multiple Programs & Product lines
* Responsible for **Project Planning, Tracking, Reviews** and **Delivery**
* Presentation of **Project Metrics** to the Top management Adherence to the defined Quality Processes
* Identify **risks** & define **mitigation/contingency plan**
* Lead, Motivate & focus on achieving defined milestones for every project
* Responsible for **Resource Capacity Planning** & **Resource Allocation**
* Responsible for **manpower planning, hiring** and **staffing**
* Conduct regular review with team members with feedback, complete objectives & perform **Appraisals**
* Handles escalations & maintain **rapport with customer**
* Participate in preparing proposal, negotiations, winning & keeping customers to support Sales/Pre-sales teams
* Work closely with Connections business units in aligning with the business goals; roadmap and business metrics so as to ensure appropriate priority calls are made during planning and execution.

**Noticeable Attainments:**

* Implemented agLakshya (Vision) program to grow company revenue from **$50 Million** to **$250 Million** in the next 5 years.
* **Successfully handled P&L responsibility** (2.0 Million USD)
* Significantly contributed to the **growth from 100 members to 150 members**.
* Improved **operational efficiency** by 25% through effective resource utilization, process improvement
* **Reduced test cycle time** by 30% by revamping test strategy, creating and leveraging automated test regression suite.
* **Increased customer satisfaction** ratingfrom **85% to 93.5%.**
* Increased Employee Satisfaction by entertaining Employee Engagement Program

**Clients: Reliance Communication** (India); **Celcom** (Malaysia); **XL** (Indonesia); **HELLO** (Cambodia)

**Portfolio: mCore** VAS Product: **mCore Portal –** “R-World”; **mCore Market Place -** “R-World”

**Sustenance Engineering** – Post Release (CRs)

**Sr. Project Manager (PMO):** Leading a team of 2 Project Managers, 1 BA, 4 Leads (Team: 35+)

**Key Contributions:**

* Responsible to provide project oversight for the organization to help maximize project benefits, focusing on tracking and monitoring project scope, the budget forecast and status, and managing the schedule.
* Conceptualizing & implementing sales & marketing policies with operation plans in tune with overall organizational plan.
* Interacting with potential clients for new business development.
* Instrumental in setting up **PMO-Project Management Office** function across India for all the customer project teams.
* Carrying out Estimation, budgeting, Project **P&L**, establishing change control, schedule adherence, Recruiting and quality processes for end-to-end program management.
* Review overall **program metrics** to ensure compliance to quality on all client deliverables
* Actively get involved in company events such as hiring, training and internal initiatives
* Understand the client's business drivers and ensure benefits realization for the client
* Creating the **Schedule** **Plan (.mpp)** and **Project Management Plan** and other relevant documents
* Responsible for **Project Health Index** & Reporting
* Responsible for engagement **profitability** and customer satisfaction by structuring and managing projects scoping and engagement through to through successful completion.
* Responsible to defines the **acceptable criteria** for each project deliverable, works with the team to establish delivery dates for each deliverable, and oversees the review of client deliverables to ensure they meet all client acceptance criteria, securing sign-off on each deliverable as defined in the Statement of Work.
* Creating various **dashboards** & **reports** for the top-management and for all portfolios
* Responsible for **Quality Assurance (Process Compliances) & Quality Control**
* Review SLAs compliance status on an on-going basis and make strategies to overcome non- compliance
* Responsible for **resource allocation** and setting up communication channels across the organization.
* Track the project progress using **Burndown Charts** & **Velocity**
* Responsible for **Weekly Status Report, MOM, Product & Sprint Backlog, User Stories, Story Points, Burndown Charts, Velocity, Sprints, Daily Scrum, Retrospective**, and other processes of **Agile Scrum & Program review**
* Manages project risks and develops **Risk** **Mitigation** strategies and **Contingency** Plans
* Created & Reviewed the **Quality &** **Test Plan, Test Cases** and **Scenarios**. Responsible for giving the direction to the QA team. Reviewed the **metrics** (like **defect** **density**) created by QA team.
* **Configure** & **Deploy** releases RFC **(Request for Change**) & **Emergency RFC**
* Responsible for Tracking & Implemented **Change Requests** (CR).
* Responsible for Tracking of Defects (both internal and customer raised)
* Responsible that all **pre-launch**-, **launch**-, & **post-launch-**related activities are fully compliant with the predefined best practices, processes, verification, & validation steps
* Managing and developing account Relationships with key Decision making
* Responsible for Applications Service Level Agreement **(SLA) &** Master Services Agreement **(MSA)**
* Responsible for setting the **KPA(s)** and **KPI(s)** for the project team
* **Team Motivation, Resource allocation** & **utilization.**
* Report the progress of the business on key performance indicators (**KPI**) as required by the management
* Create a resource plan/**level of effort** via a project budget that includes the project Plan, Forecast, and Actuals
* Managing production support (**24X7**), involved in response & resolution tier

**Noticeable Attainments:**

* Achieved year end results of **12% increase in revenue**, **6% reduction in direct operational costs**
* Go-Live of R-World and Product Test of Release-2. Won the **Exec Pinnacle Award**.
* On the 360 degree feedback, received a consolidated feedback of **4.73 out of 5.**

**Clients:** FloDocs 1.0/1.1/2.0, Four51, DevTracker, Demandbridge, USA QuickPrint, Production Support (24x7)

**Sr. Project Manager:** Team Size:50

Flozio is used for online printing services, leading the cloud printing movement with web2print software as a service (SaaS). It has been rated #1 in US for web2print industry in 2010. It provides multiple services, solutions, & models.

**Key Contributions:**

* Facilitates the development, maintenance and monitoring of organizational plans.
* Responsible for preparing the organization for on-going change.
* Ensures clarity, understanding and commitment from all stakeholders.
* Responsible for the development and management of integrated, strategy aligned departmental work plans.
* Build strong relationship with the client appropriately to engage the client at every stage in the project life cycle
* Requirement **assortment**, requirement **analysis** and **scope** definition
* Preparing **WBS**, **estimating** efforts and **allocating** resources
* Creating **Project** **Plan (.mpp)** and **Project Management Plan** and other relevant documents
* Creating **dashboards** for the top-management and for all portfolios
* Was responsible for creating and implementing **Change management** process.
* Interacting with the customer and other stakeholders on daily basis.
* Worked on creating **Risk management** plan **(Mitigations)** using FMEA
* Coordinating with teams across India & US for continuous **tracking** of Projects
* Worked on change management, release management and delivery process
* Was responsible for creating various **frameworks/ processes** for flozio
* Coordinating with production support (24X7), ticket management, incident management, problem management.
* Responsible for conducting meetings using WebEX, GoTo meeting and sending Minutes of meeting to all stakeholders.
* Responsible for Applications (Service Level Agreement) **SLA**
* Responsible for **Performance Evaluation** & **Assessment** of each individual in a project team

**Noticeable Attainments:**

* Implemented PMO office.
* Defined processes & tools best suited to each project & account.
* Moved between agile and waterfall approaches and educated the team & the client
* Defined processes & tools best suited to each project.

**CLIENTS:** (Jan 2008 – Sep 2010)

**AT&T**, Atlanta, GA

**PNC Bank**, Cleveland, OH

**National City Bank**, Middleburg Heights, OH

**SABER CORPORATION (EDS – HP),** Dublin, OH

**Portfolio:**

Customer Focused Knowledge Based (CFKB) -- Team Size: 7; Enhanced 911 or E911 -- Team Size: 5; Raised Floor Management System (nLyte) - Team Size: 8; CLEARVIEW - Team Size: 7; DMV, Vermont - Team Size: 5; DMV, Texas - Team Size: 4

**Key Contributions:**

* Manage software system development and integration projects through all phases of **project life cycle** - analysis, design, development, testing, implementation, and post-production support.
* Responsible for creating WBS & Scope Documents
* Performing project management activities including **Requirement** **gathering** & **analyzing**, **project** **scheduling**, **resource** **allocation,** **project** **tracking**, issue resolution & project status reporting.
* Creatin**g Schedule Plan** (.mpp) and **Project Management Plan** and other relevant documents
* Responsible for measuring on-going project activities, monitoring project variables (cost, effort, scope), identifying corrective actions to address issues and risks and manage a project change control process
* Assessing Risks and create the **mitigation** & **contingency plans**
* Responsible for **cost control** & execution of new development projects, **enhancements**, system **releases.**
* Created Program Metrics & track the status of the projects
* Creating & drafting SOW, Requirements Document, Project Schedule, Work Breakdown Structure, Design Documents, Software Releases, User Documentation, Release Notes, Change Requests, MOM and Action Items.
* Responsible for reviewing the daily progress of task allocation to each team.
* Planning and allocating work to the team. **Resource allocation** & **utilization**
* Extensively involved in **Deployments** & **Releases**
* Implementing the **Best Practices** and **Process**
* Manages and coordinates resources from a variety of functional areas, and allocates assignments to and coaches project participants to ensure completion of project tasks within time, budget and quality standards.
* Responsible for providing **Release** **notes** and **Client Sign Off (Project Closure)**

**CUNA MUTUAL GROUP,** Madison, WI, USA - (July 2007 – Dec 2007)

Project Manager; Team Size: 10

**EMPLOYEE BENEFIT PRODUCT (401K) – Web Vision**

The **CUNA** (**C**redit **U**nion **N**ational **A**ssociation) Mutual Group is the leading provider of financial services to all the credit unions & their members worldwide. It is a Windows based Application. It is all about the Employee Benefits which involved the **401K Plan**.

**Key Contributions:**

* Responsible for the entire **SDLC** of projects management
* Responsible for creating project artefacts like **.mpp, Project Management Plan**
* Involved in **estimating level of effort** & **Schedule**
* Involved in **Risk** Analysis and develop the **mitigation** & contingency plans
* Responsible forcreatingTechnical documents like **Functional Requirement Documents, Software Design Document**
* Writing the Technical Specification **(SPECS)** based on the Business requirement
* Liaison between the **offshore** and **onshore** team. Resolved the **Technical and Business Issues** during SDLC

Corporate Computer Services Inc, CA, USA

**American Express,** AZ, USA

(Dec 2005 – May 2007)

**Key Contributions:**

* Project Coordination from Onsite-Offshore team.
* Involved in **SDLC** including Analysis, Design, Development, Team & Client management.
* Liaison between the **offshore** and **onshore** team. Resolved the **queries** rose from the offshore.

**Skills**: C#, ASP.Net, SQL Server

National Engineering Works, INDIA - (July 2002 – Nov 2005)

Sr. Software Engineer

Clients:

ONES AND ZEROES TECHNOLOGIES, NV

MGM TRANSFORMER, CA

Power Grid, INDIA

NTPC, INDIA

CSEB/MPSEB, INDIA

**Key Contributions**: Application Design & Development, Database Stored Procedure, Triggers, Crystal Report

**Skills**: VB.Net, SQL Server

**References: Available upon request**