

- Managed multiple projects concurrently for sales/order processing applications from initiation to delivery. Small to medium sized projects using up to 15 on-site and off-shore resources; annual budget of \$3 MM; to meet schedules for product launch plans:
(Windows; SQL Server; Visual Basic, C++ & configuration modeling languages; Client-Server architecture; MS Project)
 - * Savings of \$ 0.5 MM per year by using off-shore resources with increased flexibility.
 - * Improved system response time by a factor of two.
 - * Enhanced quality, as experienced by the end users, by a factor of five.
 - * Improved data synchronization time using internet by a factor of three and improved success rate by 30%.
 - * Strengthened the production infrastructure improving system availability and reliability.
 - * Managed work queues, budgets, resources, stakeholder needs, and project risks for business constraints.

- Managed multiple projects to implement enterprise-wide Electronic Software Distribution, Software Configuration & Change Management (SCM), Project Management Information Systems (PMIS), and Development/Test systems infrastructure supporting entire project life cycle. Small to large sized projects using 10-25-member cross-functional teams with an investment of \$2 MM to \$10 MM:
(IBM- Rational tools; C, C++, Visual Basic, & Perl programming languages; UNIX; LINUX; Windows; SQL; Networking; Desired-State modeling tools; Web-based Information Reporting system; MS Project)
 - * Achieved \$1 MM in one-time and \$1 MM in ongoing annual costs savings; streamlined the process; and improved customer satisfaction in the Electronic Software Distribution project.
 - * Saved \$4 MM in one-time costs; increased developers' productivity; reduced ongoing support cost; reduced space needs by a factor of three in the Development/Test systems infrastructure project.
 - * Improved time-to-market by 13%; increased revenue from new product introductions by 5%; enhanced product/project manager skills; standardized the project management tool in the PMIS project.
 - * Increased customer satisfaction; productivity of development and service groups; standardized on a single SCM system by retiring five disparate tools in the SCM project.
 - * Prepared procurement documents; acquired relevant tools; to meet the scope and investment expectations.

- Defined and implemented a division-wide Customer Satisfaction & Quality Program to improve quality, cycle time, and efficiency of business processes reducing total cost of quality by 50%; improving customer satisfaction index by 25%; reducing staff equivalent of \$1.5 MM per year:
(Process Management; Benchmarking; Problem Solving; Customer Driven Product Definition; Quality Management methodologies; MS Project)
 - * Engaged senior management in a benchmarking process resulting in organization wide buy-in to the program objectives/framework of the quality improvement efforts.
 - * Implemented, in collaboration with the stakeholders: a consistent Product Development process increasing annual project throughput by 6%; reducing Sales-to-Installation cycle time by 12%; reducing incoming call rate to the Service Center by 27%.
 - * Introduced workforce skills development programs using 3rd party Computer Based Training system, to support the quality initiative, saving \$1 MM the first year.

NCR Corporation, Dayton, Ohio.**Managerial & Lead Technical Positions**

1968-1985

Project, Development and Product Manager:

- Managed a large/complex project, using a geographically dispersed team of 125 engineers with annual budget of \$12 MM, to develop a banking transaction system that generated revenue of \$1 B over product's life cycle.
- Developed scope and architectural design for a terminal subsystem and a complex transaction processing system including standards for inter-component connectivity and information interchange with foreign host mainframes.
- Managed projects to develop and manufacture a customer specific product and a family of ATM products with revenue over \$1 B.

Individual Contributor:

- Progressed to a Lead Operations Planner from an entry level Reliability Engineer gaining experience in planning, consulting, problem-solving, manufacturability, and reliability analysis, in engineering and manufacturing operation.

Other Work Experience:**Research and Teaching**

1964-1968

University of Wisconsin, Madison, Wisconsin and Punjab Engineering College, Chandigarh, India

EDUCATION & PROFESSIONAL DEVELOPMENT:

University of Dayton, Dayton, Ohio

Masters of Business Administration

University of Wisconsin, Madison, Wisconsin

Masters of Industrial Engineering

Punjab University, India

Bachelor of Mechanical Engineering

Professional Development:

- Project Management Professional certification (PMP) – Project Management Institute.
- PMI – Agile Certified Practitioner certification (PMI-ACP)
- Completed CMM training at Software Engineering Institute - Carnegie-Mellon University; Software Quality Management - Motorola University; Served as Quality Dayton Award Examiner - used Baldrige Award Criteria.
- Member - Project Management Institute; American Society for Quality; American Society of Mechanical Engineers;

TECHNOLOGY EXPERIENCE:

- Managed development projects using web-based application tools, Java, Oracle, SQL; mainframe application development tools, microprocessor, client-server architecture; proprietary, Unix, Windows operating systems; 'C', C++, Visual Basic, Basic, Perl programming languages; relational databases; networking; communications; configuration & desired state modeling tools; MS Project; MS Office Suite.

OTHER INTERESTS & RELEVANT INFORMATION:

- Coached varsity level soccer at local High Schools receiving Assistant Coach of the Year award.
- Coached and officiated Youth Soccer in Centerville at recreational and competitive levels.
- Active on the board of Dayton Chapter of PMI. Initiated University Outreach Program.