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**M.B.A. DEGREE EXAMINATION, MAY – 2018****Third Year****A-FINANCIAL MANAGEMENT****Project Management (Optional)****Time : 3 Hours****Maximum Marks :70**

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**SECTION - A****Answer any three questions.****(3 x 5 = 15)**

- Q1)** a) Feasibility analysis.  
b) CPM  
c) Project organization.  
d) Estimation of human resource.  
e) Integrated project management control system.  
f) Project costing.

**SECTION - B****Answer any three questions.****(3 x 15 = 45)**

- Q2)** What is project report? Explain various elements in it.
- Q3)** Discuss various sources to finance project.
- Q4)** Explain the role of project management information system.
- Q5)** Explain the importance of project review.
- Q6)** What do you understand by economic and financial analysis?
- Q7)** Explain various steps involved in the process of project management.

**SECTION - C**  
**(Compulsory)**

**(10)**

**Q8) Case Study:**

In 2007, the AmeriHealth Mercy Family of Companies sought to improve its ability to systematically deliver its strategy. Facing new competition in the managed health care industry and facing substantial changes due to federal health care reform, the organization determined that its existing results could not sustain the growth needed to face an increasingly competitive landscape. The new Project Management Organisation (PMO) director, Ruth Anne Guerrero, was familiar with the concept of organization project management (OPM) and determined that the OPM approach would serve as a roadmap for advancing the organization. In September 2008, under Guerrero's direction, AmeriHealth Mercy conducted an organization Project Management Maturity Model (OPM3)<sup>®</sup> assessment in conjunction with Project Management Institute (PMI). The assessment helped the organization map its existing organization project management capabilities and identify improvements that needed to be made in order for the organization to further improve business performance. OPM3 is a global best practice standard used to measure and improve an organization's ability to deliver its strategy with the use of program, portfolio and project management. Created by PMI, OPM3 assessments compare the existing capabilities of the organization to the best practices of organization project management. Once the team understood the results of the Amerihealth Mercy 2008 OPM3 assessment, the PMO immediately built an improvement plan to implement the changes that were most important to the organization. Using a building block approach, the PMO developed a high-level plan that detailed, quarter by quarter, the expected accomplishments. The AmeriHealth Mercy Family of Companies strives to continue to grow, support operations and invest in its people. That's what drives us." Says Ms. Guerrero. She adds, "Since we've made the right investments to improve organization project management, we've seen the company meet its strategic and operating plans. The benefits that we're reaping from the enhanced PMO are being used to fund additional project work, including future improvements. The PMO has truly become a strategic operations center for the organization. According to Joanne McFall, Chief of Staff for AmeriHealth Mercy's Chief Operation Officer, "Our success in achieving our strategic goals is directly linked to the effectiveness of our overall portfolio management function. By continuing to enhance our use of organization project management practices, we expect to see even greater benefits in future years."

Questions:

Analyze the importance of PMO

