

## Executive Summary

Today many institutions pay special attention to their Corporate Social Responsibility (CSR) The Postgraduate Institute of Management (PIM) University of Sri Jayewardenepura is no exception and has launched several CSR project. The latest CSR initiative is themed ‘productivity improvement of a rural government school’ commenced in 2013 and this year the Ke/Dehi/Panawala Ranjan Wijeratna Primary School in Dehiowita educational zone was selected. The CSR project was undertaken by to two students to fulfill their Master of Business Administration final project requirements.

The project was carried out under the guidelines in order to apply for National Productivity Awards (NPA), which is conducted annually by National Productivity Secretariat (NPS) of Sri Lanka. It was important to identify the current productivity status of the school according to the available marking scheme introduced by NPS. A resource person for the project was identified and selected through PIM to conduct the training and development programs according to the NPS guidelines. The main objective of this project was to improve the productivity of the school according to the productivity improvement criteria defined by NPS and attain NPA. The success of the project is materialized only if the school wins a gold award; where the school has achieves a score 950 out of 1000 points. The project was started in December 2014 with the goal to compete the project within a four-month timeframe with a budget was 350,000 Sri Lankan Rupees.

With the short timeframe, a SWOT analysis was performed to identify the critical areas to be improved with the allocated budget. To further improve productivity in the school within this time period, a framework in line with the NPS, it was defined.

After discussions with the key stakeholder of the school who were the principle, teachers, children and parents all of whom exhibited commitment in driving productivity improvement with the view of uplifting the standard of the school. The productivity improvement was carried out in areas of leadership, physical environment, education and awareness, productivity through teamwork, encourage creativity, encourage good habits, social contribution and at the end to it must be shown productivity results. Under these improvements a model classroom, a ‘Gunadharma’ tree to improve good habits, a herbal garden to promote social contribution and awareness of students were developed. In addition physical development of school included building of the gate, wire

mesh fence, name board, school map, vehicle park and rainwater drainage system and school garden and were also developed during this timeframe.

Total quality management systems were introduced through school focus, continuous improvement and teamwork. The '5S' concept was established to enhance the productivity in school. Productivity can be improved by educating, training and practicing the above concept among teachers (including principal), children as well as parents. Quality circles were formed and regular meetings established in order to identify, analyze and solve their work related problems.

In conclusion it can be said the productivity improvement of a rural school are very challenging tasks. For this project the entire labor work was to be obtained by parents and children and the money was spent only for purchase goods to relevant work or activity. Unskilled labor which can be obtained from parents was utilized wisely because it was very difficult get them to work together efficiently. Utilization of correct teacher for the correct task was challenging made worse by the poor leadership of the principal, which resulted in constant engagement to ensure the work was done within the timeframe.

A key point was the reimbursement of bills which was time consuming process and there should be adequate money to run the project with a recommendation to keep 50,000 Rupees cash buffer on hand in the project proponents. A further recommendation is the need for very clear documentation regarding the expenses and the project activities is essential from start to end of the project. The project team has spent PIM's money and they have the responsibility to handle this money carefully and meet the goals in time and their accountable for the fund.

Continuous monitoring in daily updates and weekly site visits are very important and compulsory. The close discussion with the project supervisor and update PIM weekly is very important to ensure the project is running in correct path to meet the goals.

As at March 31<sup>st</sup>, the project was successfully completed in time frame and balance work to be done such as the final report for the application for the NPS awards and this will be completed by the end of April 2015.