# The Duke MBA Global Consulting Practicum *2010*

## *Project Summary*

**Project Title:** Information Management Strategy for Bodh Shiksha Samiti: Jaipur, India

### Client Information:

- Bodh Shiksha Samiti www.bodh.org
- Nivedita Ahuja

**Period of Performance:** December 2009 - April 2010

### Duke MBA Team:

- Haritha Adusumilli (Fuqua, 2011)
- Lisa Dacey (Fuqua, 2011)
- Margaret Schoelwer (Fuqua, 2011)
- Fernando Vargas (Fuqua, 2011)
- Dana Vettel (Sanford, 2010)
- Kristin Yanulites (Fuqua, 2011)

**Instructor:** Pranab Majumder

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### Partner Description:

Bodh Shiksha Samiti is a nongovernmental organization operating in the city of Jaipur, state of Rajasthan in India. Created in 1987, Bodh is an advocate and deliverer of education to at-risk urban youth. Bodh works in the urban slums of Jaipur to improve educational opportunities and access to education for the children residing in these areas.

### Problem Statement:

Bodh identified knowledge and information management as their most critical current need. A scalable Management Information System (MIS) was required that could successfully track the attendance of 4,000 students across Bodh's 20 schools while being scalable to future needs. Bodh and the Fuqua team both recognized that the design and implementation of an MIS would be challenging because of the funding and expertise required as well as the lack of electricity, computers, and the internet in every school. Furthermore, poor infrastructure and communication made it difficult to collect a large amount of technical information quickly and efficiently. The Fuqua team conducted extensive hypothesis-driven research in order to identify all expected issues, questions, and data needed in so that the recommendations were meaningful and feasible.

### Objectives:

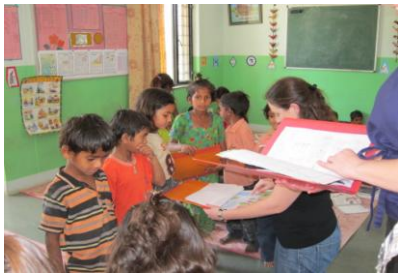
The Project Objectives were to:

- Assess and document current **information management** procedures. This included the process Bodh uses to collect, store and report student data, including the resources and technology used and the time scale of the process.
- Establish an **information management strategy** for accurate information tracking, sharing, and data centralization. This included the steps to follow to collect data; options, costs and risks for data centralization and reporting.

### Approach / Methodology:

| Phase I | Phase II | Phase III | Phase IV | Final Report |
|---|---|---|---|---|
| Planning | Off-Site Analysis | On-Site Analysis | Development | 15 April , 2010 |
| Until 09 February, 2010 | Until 02 March, 2010 | 8-21 March, 2010 | Until 8 April, 2010 | |

*(over)*



## Recommendations:

| | Recommendation | Impact |
|---|---|---|
| 1 | Use a single system to store all data | • Creates holistic view of student progress from identification (Survey or Enrollment) through Attendance and Assessment<br>• Enables aggregation of data across multiple levels |
| 2 | Streamline data-entry process | • Reduces amount of time & human capital needed for data entry<br>• Increases turnaround time for reports |
| 3 | Utilize existing or compatible resources to ease transition | • Places burden of change on Bodh (not teachers)<br>• Ensures no conflict with government systems and processes<br>• Ensure seamless shift to database from current Excel records |

## Results Achieved:

- The team recognized several efficiencies that Bodh was encouraged to continue. Some of these were included in our initial hypotheses and we discovered they were already occurring once we were on-site:
    - Forms currently standardized across schools and levels, eliminating disparities in how information is reported from the schools.
    - Bodh uses the data it collects. It reviews assessment data with teachers during workshops, and discusses attendance data with principals. In some cases, principals display reports in their offices to show need for improvement or successful trends.
    - Attendance forms delivered to schools in prepaid envelopes and sent back to Bodh maintain consistency in timing and ease of use.
    - Assessment data coded by class, concept, and skill level which lends itself to future data entry.
- The team also drafted a Technical Guidance Document to aid Bodh in software selection, releasing a Request for Proposal (RFP) to solicit a software vendor/developer and an Memorandum of Understanding (MOU) for chosen vendor/developer.
- Finally, the team conducted research and provided software contacts in India for Bodh.