



**THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]**

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**February 2011**

**Preliminary version**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Production Management Training Course**

**[PMTTC]**

**29 June – 26 July 2011**

## **Important Notice**

There was a change in the system of appointing the implementing organization of ODA-subsidized programs (Training activities for industrial human resource development) that AOTS has been implementing. For FY2011 (that starts in April, 2011), the implementing organization will be determined by the open recruitment by the Ministry of Economy, Trade and Industry (METI) of Japan.

Hence, AOTS has not been decided as the implementing organization. However, in preparation for the case that we, AOTS, are appointed as the implementing organization, we will publish this course outline, and preliminarily accept your applications on our own accord and on AOTS' own responsibility.

AOTS should like to suggest that it is possible that the course itself will not be implemented if we fail to be selected as the implementing organization.

Lastly, we will notify the parties who apply for the course as to the results of the selection of the implementing organization, and a formal decision on course implementation.

## 1. BACKGROUND OF THE PROGRAM:

AOTS - the Association for Overseas Technical Scholarship - is a non-profit association run with Japanese government subsidies from the Ministry of Economy, Trade and Industry (METI). Since its establishment in 1959, AOTS has been conducting various technical and management training programs in Japan for the people of developing countries and other regions. The total number of participants in past AOTS training programs amounts to almost 155,000 from about 170 countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries.

At the request of former participants of AOTS training programs as well as the industrial and business circles in developing countries, and to meet the needs for human resource development in Japanese affiliated companies, AOTS has been organizing various training programs.

The Production Management Training Course (PMTC) is designed as one of AOTS's flagship courses for all the developing countries to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. The first Production Management Training Course (PMTC) was held in 1977, and the course has been held every year ever since. This is the 35<sup>th</sup> course in the series. The PMTC course aims at improving the production management abilities of those who work in manufacturing industries. It also aims to enhance the teamwork and leadership abilities of the participants, enabling them to play a major role in solving human- and organization-related problems.

## 2. COUNTRY:

Please refer to the List of Target countries and Regions.

[http://www.aots.or.jp/jp/use/kokunai/pdf/e\\_taishokoku.pdf](http://www.aots.or.jp/jp/use/kokunai/pdf/e_taishokoku.pdf)

## 3. NUMBER OF PARTICIPANTS:

28 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers, supervisors and/or engineers/staff who are engaged in the production control, productivity enhancement and day-to-day operation of factory management at manufacturing companies, etc. Those who are not engaged in actual production management, productivity enhancement activities and factory operation are ineligible for participation.
- (2) Participants should be between 25 and 60 years of age, with three years or more of professional experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English for discussions, presentations, and report writing.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in developing countries or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) AOTS ex-participants who have recently been awarded an AOTS Scholarship and participated in an AOTS training program in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

- (1) In the case of Japanese companies and/or companies that have Japanese capital, persons who are engaged in the duties described in the participation requirements are able to participate in this program without regard to their positions
- (2) Family members are not allowed to accompany the participants to Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) The Guarantee Letter, which is one of the invitation documents to be issued by AOTS, shall be used only for the purpose of obtaining a training visa and shall not be used for any other purposes, such as participants' business.

- (5) The number of participants for the same host company or from the same sending company may be limited if there are more applicants than AOTS can accept.

#### 5. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **by no later than 18 April 2011.**

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm×3 cm) (Please write down the applicant's name of the back)
- (3) Brochure of the applicant's company/organization
- (4) Photocopy of a passport, an election card, a driver's license or any other identification document issued by a public organization in the applicant's country containing, in Roman letters, the applicant's name in full, a photo of the applicant and his/her date of birth
- (5) Pre-Training Report and Questionnaire
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (AOTS official form)  
The applicant himself or herself is required to submit a form bearing his or her own signature. Either in the absence of agreement, or non-submittance, course participation will not be granted.
- (8) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

The required documents (Application Form, etc.) can be downloaded from the following Website.

[http://www.aots.or.jp/eng/t\\_prg\\_j/management/documents/documents.html](http://www.aots.or.jp/eng/t_prg_j/management/documents/documents.html)

The application documents will be forwarded to the AOTS Screening Committee, which will meet in May 2011, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 10 as of 18 April 2011, AOTS may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVE

The objective of the program is to improve the participants' production management abilities in order to realize efficient production activities.

### - KEY BENEFITS

- (1) To acquaint participants with production management thinking and techniques in order that they can realize efficient production activities,
- (2) To deepen participants' understanding of the roles of managers, and
- (3) To enable participants to make action plans for solving problems related to production management and to enhance participants' communication abilities to implement their action plans.

### - DURATION

29 June – 26 July 2011 (4 weeks)

### - CONTENTS

#### *A Curriculum designed for people who play a core role in production management*

Participants will be able to learn production planning and control, process improvement, etc., for efficient production activities at their factories through exercises.

#### *Course Design*

#### **Step 1 Production Planning and Control**

Participants will acquire the way of thinking for efficient production management in order to produce goods that satisfy customers (quantities, quality, price, and delivery time) while considering resources at factories.

#### **Step 2 Management Techniques related to Production Management**

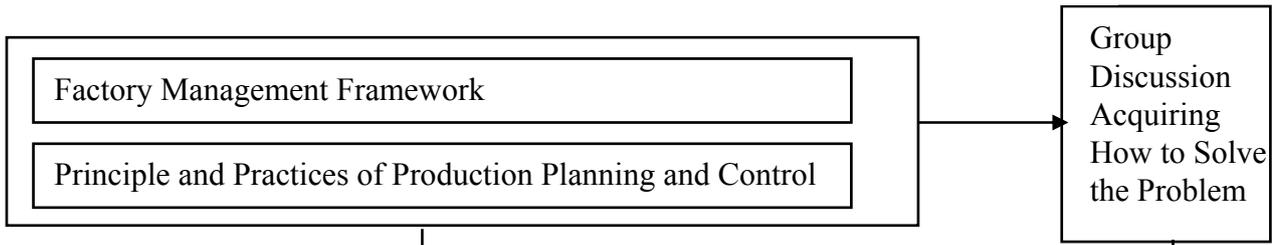
In order to learn management techniques required for implementing efficient production planning, participants will gain practice and experience in delivery-time reduction production system, quality assurance, equipment maintenance, *kaizen* techniques (e.g., Industrial Engineering (IE)).

#### **Step 3 Roles of Managers**

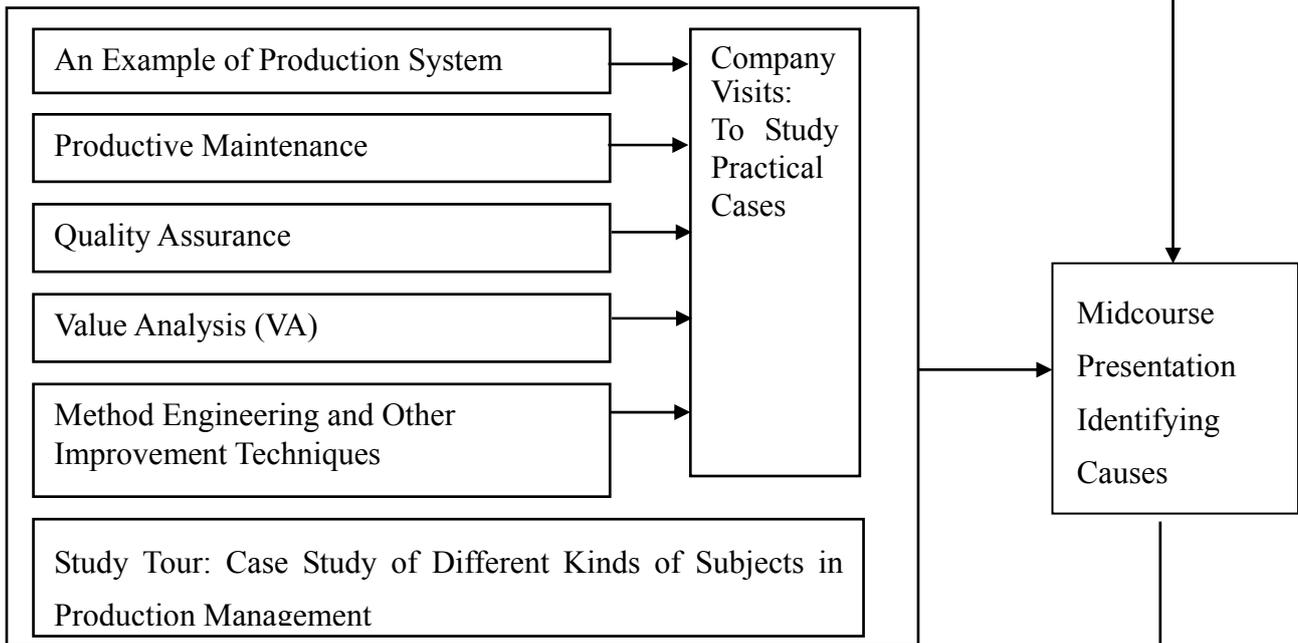
Participants will deepen their understanding of vitalizing organizations and leadership through discussions and exercises.

Participants will also learn approaches to solving problems related to production management via group work. On the final day, participants will make a presentation on their action plan to solve their own production management problems using the problem-solving techniques learnt on the course.

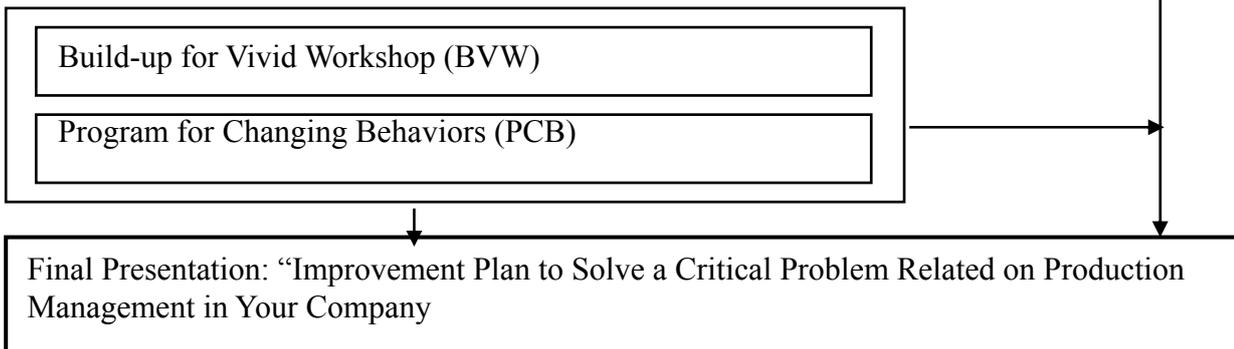
**Step 1 [Factory Management Framework/ Production Planning and Control]**



**Step 2 [Management Techniques for Improving QCD]**



**Step 3 [Roles of Managers]**



Final Presentation: “Improvement Plan to Solve a Critical Problem Related on Production Management in Your Company”

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner. Please refer to the Tentative Schedule for further details.

**- LANGUAGE**

All lectures, company visits and exercises will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

\*Participants are required to have a sufficient working knowledge of English for discussions, presentations, and report writing.

- PROGRAM DIRECTOR

Mr. Hiroshi Iwayama

President, CEO, Research Institute for International Management Chu-San-Ren, Inc.

Mr. Iwayama is an expert consultant\* who has been offering his managerial expertise since 1961 at Chu-San-Ren. He has given numerous diagnoses and guidance to many companies, and worked on many training programs for factory management as well as for comprehensive corporate management both at home and abroad. He has been an instructor for various educational/training programs and overseas training seminars organized by economic cooperation agencies.

\*He specializes in the comprehensive diagnosis of companies, designing and improving production management systems, operation improvement, factory layout and introduction of the JIT (Just-in-Time) production system.

- TRAINING LOCATION AND ACCOMMODATION<To Be Determined>

**AOTS Chubu Kenshu Center (CKC)**

<http://www.aots.or.jp/eng/about/center/ckc.html>

37-12, Mukaihata, Kaizu-cho, Toyota, Aichi 470-0348, Japan

Tel: 81-565-43-2111 (Reception), Fax: 81-565-43-2101

Please refer to item 7 for further information on accommodation.

**Tentative Schedule of the Production Management Training Course [PMTTC]**

29 June – 26 July 2011 AOTS Chubu Kenshu Center &lt;To be determined&gt;

Date	Morning Session	Afternoon Session
28 June (Tue.)	(Arrival in Japan)	
29 (Wed.)	Orientation Opening Ceremony	Pre-Training Report Presentation
30 (Thu.)	LECTURE: Introduction to Factory Management -Factory management systems, profitability and productivity, and basic approach to problem-solving	LECTURE: Production Planning and Control-1 -Types of production and production management system, production planning and control, inventory management, and shortening lead times
1 July (Fri.)	LECTURE/EXERCISE: Production Planning and Control -2 -Case study	
2(Sat.)/3(Sun.)	Day off	
4 (Mon.)	COMPANY VISIT: Production Planning and Control	
5 (Tue.)	LECTURE: Example of a Production System (JIT) -Concept of the JIT production system, standardization and <i>kaizen</i> , line production and one piece manufacturing, <i>kanban</i> , and <i>jido-ka</i> (intelligent automation)	
6 (Wed.)	LECTURE/EXERCISE: Quality Assurance -Quality assurance system, quality assurance at the production stage, creation and practice of QC a process chart and operation standards	
7 (Thu.)	LECTURE: Equipment Maintenance (PM) -Concept of PM, small group activities in PM, autonomous maintenance and maintenance education, planned maintenance	
8 (Fri.)	COMPANY VISIT: Quality Assurance	COMPANY VISIT: Equipment Maintenance (PM)
9(Sat.)/10(Sun.)	Day off	
11 (Mon.)	LECTURE/EXERCISE: Cost Reduction Based on Value Analysis (VA) -Basic of VA, making alternative plans for cost reduction	
12 (Tue.)	Midcourse Presentation	COMPANY VISIT: Production System
13 (Wed.)	Study Tour	COMPANY VISIT: Production Management at a Japanese Company-1
14 (Thu.)		COMPANY VISIT: Production Management at a Japanese Company-2
15 (Fri.)		VISIT: Japanese Culture and Society
16(Sat.)/17(Sun.)	Day off	
18 (Mon.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-1 -Concept and application of IE and method engineering techniques (process control, motion study, time study, work sampling, principles of motion economy, etc.)	
19 (Tue.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-2 -Exercises on IE and method engineering techniques, <i>kaizen</i> techniques	
20 (Wed.)	LECTURE/EXERCISE: Program for Changing Behaviors -1 -Theory of changing behavior, improvement of communication skills, role play	
21 (Thu.)	LECTURE/DISCUSSION: BVW(Build up for Vivid Workshop) -1	
22 (Fri.)	LECTURE/DISCUSSION: BVW(Build up for Vivid Workshop) -2	
23(Sat.)/24(Sun.)	Day off	
25 (Mon.)	LECTURE/EXERCISE: Program for Changing Behaviors -2 -Theory of changing behavior, improvement of communication skills, role play	
26 (Tue.)	Final Report Presentation -Solving problems of own companies	Evaluation of the Program Closing Ceremony
27 (Wed.)	(Departure from Japan)	

## Remarks:

- (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions will be arranged in the evening.
- (3) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

## 7. ACCOMMODATION: <To Be Determined>

During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,500 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,500 in cash per day for meals to cover this day.

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

## 8. TRAINING COSTS:

### [Note]

**As "Important Notice" on Page 1 explains, AOTS has not been decided as the implementing organization of the course. Therefore, training costs for FY 2011 have not been determined. For clarity's sake, this outline has a FY 2010 case. We should cordially request you to send your enquiry to our contact points (shown in 10. Further Information).**

### 1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee (Contributions from Participant) from the participants themselves.

Participants shall pay the Participation Fee (Contributions from Participant) in cash to AOTS after their arrival in Japan.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan.

The Estimates of the Participation Fee for the countries of Category 1\* and for the countries in Category 2\* are shown in Tables 1-1 and 1-2.

Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

*\*Please refer to Table 3 "List of Target Countries and Regions"*

### 2) Breakdown

#### 1. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs is the amount participants should bear.

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

- (1) The Contribution to Allowance Costs for the participants from the countries in Category 1 is 25% of the Allowance Costs (2-(1)). The Contribution to Allowance Costs is not set up for the participants from the countries in Category 2.
- (2) The Contribution to Course Implementation Costs is ¥204,000 for a 4-week AOTS Management Training Program.

## 2. Training Costs

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of (1) Allowance Costs, (2) Course Implementation Costs (3) Domestic Travel Allowance.

### (1) Allowance Costs

#### a. International Travel Expenses

- **Participants from China will not have their International Travel Expenses subsidized.**
- Participants will purchase their own round-trip air tickets, concerning which there are no restrictions pertaining to boarding class.
- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for 2010 is shown in Table 2. Please kindly be noted that Standard Airfare Limits for 2011 has not been decided.).
- Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.
- International travel expenses are provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

#### b. Accommodation and Meal Allowance

At the AOTS Kenshu Center

- AOTS will provide a participant with accommodation to the value of ¥8,500 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥7,700 per day with dinner and breakfast at an AOTS Kenshu Center.

During the study tour

- A participant will be provided with accommodation to the value of not exceeding ¥9,800 per day for their staying outside of the AOTS Kenshu Center, and ¥2,500 per day in cash for meals.

#### c. Personal Allowance

- AOTS will pay ¥800 per day in cash to a participant.

### (2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 4-week AOTS Management Training Program, is ¥630,000.

### (3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥2,940 in cash to a participant for the cost of travel between Chubu international Airport and AOTS Chubu Kenshu Center (CKC).

## 3. The amount to be paid in cash to participants by AOTS

The following allowances and expenses will be paid in cash as per Table 1 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥800 x staying days)
- (3) Meal Allowance for the study tour (**each participant is requested to pay meals during the study tour from this Allowance.**)
- (4) Domestic Travel Allowance

#### **4. Contribution to AOTS's Administration Cost**

**The Contribution to AOTS's Administration Costs is ¥1,800 per day for the participants from the countries in Category 1, and ¥1,000 per day for the participants from the countries in Category 2, and covers administrative expenses. The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.**

**[Table 1-1] Estimate of the Participation Fee for the Country of Category 1****\*The amounts and figures for the Fiscal Year 2010 (April 1, 2010 – March 31, 2011)**

The suggested amounts correspond to a FY 2010 case. FY 2011 amounts have not been decided.

**Country: Thailand****International Travel Expenses: Bangkok - Chubu /Japan, Roundtrip****Management Training Course: 4 -week Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0.25	87,550	69,125
(2) Contribution to Course Implementation Costs		204,000	204,000
(3) Contribution to AOTS's Administration Costs	@ 1,800 x 29 days =	52,200	52,200
<b>Total</b>		<b>343,750</b>	<b>325,325</b>

**2. Training Costs**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		73,700	0 [1]
b. Accommodation and Meal Allowances			
at the AOTS Kenshu Center	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
during the study tour	@ 8,500 x 26 days =	221,000	221,000 (paid in kind)
Meal Allowance	@ 2,500 x 2 day(s) =	5,000	5,000 [3]
Accommodation Allowance	@ 9,800 x 2 day(s) =	19,600	19,600 (paid in kind)
c. Personal Allowance	@ 800 x 29 days =	23,200	23,200 [2]
Sub Total		350,200	276,500 [A]
(2) Course Implementation Costs		630,000	630,000
(3) Domestic Travel Allowance	(Chubu Airport - CKC )	2,940	2,940 [4]
<b>Total</b>		<b>983,140</b>	<b>909,440</b>

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

**3. The amount to be paid in cash to participant by AOTS**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	73,700	0
(2) Personal Allowance	[2]	23,200	23,200
	[SUM1]	<b>96,900</b>	<b>23,200</b>
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	2,940	2,940
	[SUM2]	<b>7,940</b>	<b>7,940</b>
<b>Total</b> =[SUM1]+[SUM2]		<b>104,840</b>	<b>31,140</b>

\*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

**[Table 1-2] Estimate of the Participation Fee for the Country of Category 2****\*The amounts and figures for the Fiscal Year 2010 (April 1, 2010 – March 31, 2011)**

The suggested amounts correspond to a FY 2010 case. FY 2011 amounts have not been decided.

**Country: Bangladesh****International Travel Expenses: Bangladesh - Chubu /Japan, Roundtrip**  
**Management Training Course: 4 -week Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0	0	0
(2) Contribution to Course Implementation Costs		204,000	204,000
(3) Contribution to AOTS's Administration Costs	@ 1,000 x 29 days =	29,000	29,000
<b>Total</b>		<b>233,000</b>	<b>233,000</b>

**2. Training Costs**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		152,300	0 [1]
b. Accommodation and Meal Allowances			
at the AOTS Kenshu Center	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
during the study tour	@ 8,500 x 26 days =	221,000	221,000 (paid in kind)
Meal Allowance	@ 2,500 x 2 day(s) =	5,000	5,000 [3]
Accommodation Allowance	@ 9,800 x 2 day(s) =	19,600	19,600 (paid in kind)
c. Personal Allowance	@ 800 x 29 days =	23,200	23,200 [2]
Sub Total		428,800	276,500 [A]
(2) Course Implementation Costs		630,000	630,000
(3) Domestic Travel Allowance (Chubu Airport - CKC )		2,940	2,940 [4]
<b>Total</b>		<b>1,061,740</b>	<b>909,440</b>

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

**3. The amount to be paid in cash to participant by AOTS**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	152,300	0
(2) Personal Allowance	[2]	23,200	23,200
	[SUM1]	<b>175,500</b>	<b>23,200</b>
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	2,940	2,940
	[SUM2]	<b>7,940</b>	<b>7,940</b>
<b>Total = [SUM1] + [SUM2]</b>		<b>183,440</b>	<b>31,140</b>

\*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

**Table 2 Standard Airfare Limits (FY 2010)**

The suggested amounts correspond to a FY 2010 case. FY 2011 amounts have not been decided

A: Total training days are 30 days or less.

\* Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	A	Area	Country	Place of Departure	Place of Arrival	A	
Southeast Asia	Indonesia	Jakarta		72,300	Central and South America	Nicaragua			199,500	
		Manado		60,400		* Haiti			217,300	
	* Cambodia			87,800		Panama			214,500	
	Singapore			59,200		Paraguay			185,900	
	Thailand	Bangkok		73,700		Barbados			328,900	
		Chiang Mai		78,100		Brazil			145,200	
	Philippines	Cebu	Narita			50,300	Venezuela			223,100
			Kansai			48,500	Peru			185,000
			Chubu			49,600	Bolivia			204,100
			Fukuoka			43,700	Honduras			182,800
		Manila	Narita			48,900	Mexico	Guadalajara		233,700
			Kansai			44,900		Mexico City		189,500
	Chubu		53,300	Tijuana				122,200		
	Fukuoka		40,400	Mazatlan				214,300		
	Davao	Narita		56,900		San Luis Potosi			214,300	
Vietnam			96,100	Monterrey		214,300				
Malaysia	Kuala Lumpur		85,100	Morelia		210,400				
	Kota Kinabalu		68,300	Cancun		211,400				
* Myanmar			99,500	Algeria			194,100			
* Laos			73,500	* Uganda			87,300			
North east Asia	Mongolia	Ulan Bator	Narita	115,900	Egypt			79,100		
			Kansai	103,900	* Ethiopia			125,000		
			Chubu	69,800	Ghana			185,300		
Middle Asia	* Afghanistan			254,300	Cameroon			217,200		
	Uzbekistan	Tashkent	Narita	187,400	Kenya			76,500		
			Kansai	173,800	* Zambia	Lusaka	Narita	209,300		
Kazakhstan			181,800	Ndola	Chubu	236,600				
South Asia	India	Calcutta		109,100	Africa	Zimbabwe			126,900	
		Cochin		117,100		* Sudan			131,200	
		Chennai		108,400		Seychelles			53,000	
		Thiruvananthapuram		117,400		* Senegal			245,300	
		Delhi		117,400		* Tanzania			69,300	
		Hyderabad		106,700		Tunisia			165,700	
		Bangalore		121,200		Nigeria			130,900	
		Mumbai		123,800		* Madagascar			100,400	
		Ahmedabad		153,500		* Mozambique			92,000	
	Coimbatore		114,900	Mauritius				55,000		
	Sri Lanka			66,500		* Mauritania			140,600	
	* Nepal			149,100		Morocco			207,300	
	Pakistan			96,700		South Africa			120,600	
	* Bangladesh			152,300		* Malawi			146,500	
* Bhutan			114,600	Libya			50,600			
* Maldives			202,300	Middle East	Iran	Tehran		86,800		
* Samoa			71,300			Tabriz		82,700		
* Vanuatu			110,100		Oman			111,200		
Papua New Guinea			143,300		Jordan			153,600		
Central and South America	Fiji			73,600	Syria			160,400		
	Argentina			141,500	Lebanon			190,500		
	Uruguay			153,600	Europe	Ukraine		66,300		
	Ecuador			209,300		Serbia		133,100		
	El Salvador			182,800		Montenegro		123,600		
	Guatemala			182,800		Turkey		105,300		
	Costa Rica			196,600		Macedonia (Former Yugoslav Rep. of)		139,600		
	Colombia			193,900		Croatia		122,900		
	Jamaica			217,300						
	Chile			253,900						
	Dominican Republic			217,300						
Trinidad and Tobago			237,100							

### ***Guidelines for Purchase of Air Tickets by the Participant***

#### 1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

#### 2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

#### 3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

**\* If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

### ***Visa Acquisition Procedures:***

#### 1. Status of Residence:

The status required for your training in Japan is "Trainee."

#### 2. Visa Acquisition:

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

#### 3. Notes:

- a) **A citizen from a country or area participating in a visa waiver program with Japan** shall additionally apply for and obtain a "Trainee" visa.
- b) **A bearer of a visa other than a "Trainee" visa**, e.g., a "temporary visitor" visa or a "multiple" visa shall additionally apply for and obtain a "Trainee" visa. Please bear in mind that **the existing visa will be nullified in exchange for the "Trainee" visa.**
- c) **A bearer of an APEC business travel card (ABTC)** shall additionally apply for and obtain a "Trainee" visa. This is because the purpose of his or her travel is participation in an AOTS training program.
- d) **Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.**

**[Table 3] List of Target Countries and Regions (FY 2010)**

Trainees should be citizens of the following countries/regions.

<i>Category 2*</i>	<i>Category 1*</i>		
Afghanistan	Albania	Macedonia, Former Yugoslav	Viet Nam
Angola	Algeria	Malaysia	▪ Wallis and Futuna
Bangladesh	▪ Anguilla	Marshall Islands	Zimbabwe
Benin	Antigua and Barbuda	Mauritius	
Bhutan	Argentina	▪ Mayotte	
Burkina Faso	Armenia	Mexico	
Burundi	Azerbaijan	Micronesia, Federated States	
Cambodia	Barbados	Moldova	
Central African Rep.	Belarus	Mongolia	
Chad	Belize	Montenegro	
Comoros	Bolivia	▪ Montserrat	
Congo, Dem. Rep.	Bosnia and Herzegovina	Morocco	
Djibouti	Botswana	Namibia	
Equatorial Guinea	Brazil	Nauru	
Eritrea	Cameroon	Nicaragua	
Ethiopia	Cape Verde	Nigeria	
Gambia	Chile	Niue	
Guinea	China	Oman	
Guinea-Bissau	Colombia	Pakistan	
Haiti	Congo, Rep.	Palau	
Kiribati	Cook Islands	Palestinian Administered Areas	
Laos	Costa Rica	Panama	
Lesotho	Côte d'Ivoire	Papua New Guinea	
Liberia	Croatia	Paraguay	
Madagascar	Cuba	Peru	
Malawi	Dominica	Philippines	
Maldives	Dominican Republic	Serbia (incl. Kosovo)	
Mali	Ecuador	Seychelles	
Mauritania	Egypt	South Africa	
Mozambique	El Salvador	Sri Lanka	
Myanmar	Fiji	▪ St. Helena	
Nepal	Gabon	St. Kitts-Nevis	
Niger	Georgia	St. Lucia	
Rwanda	Ghana	St. Vincent and Grenadines	
Samoa	Grenada	Suriname	
Sao Tome and Principe	Guatemala	Swaziland	
Senegal	Guyana	Syria	
Sierra Leone	Honduras	Tajikistan	
Solomon Islands	India	Thailand	
Somalia	Indonesia	▪ Tokelau	
Sudan	Iran	Tonga	
Tanzania	Iraq	Trinidad and Tobago	
Timor-Leste	Jamaica	Tunisia	
Togo	Jordan	Turkey	
Tuvalu	Kazakhstan	Turkmenistan	
Uganda	Kenya	Ukraine	
Vanuatu	Kyrgyz Rep.	Uruguay	
Yemen	Lebanon	Uzbekistan	
Zambia	Libya	Venezuela	

▪ Territory.

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:  
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia
- Antigua and Barbuda, Barbados, Oman and Trinidad and Tobago will graduate from the List in 2011

Developing Countries (Category 1):

Of the DAC list stipulated by DAC (The DAC List of ODA Recipients Effective from 2009 for reporting on 2008, 2009, 2010), these are developing countries and regions other than the "Least Developed Countries", and countries and regions that have been recognized by the Japanese government as target countries for ODA.

Least Developed Countries (Category 2):

These are the least developed countries on the DAC list.

## 9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs Division,  
The Association for Overseas Technical Scholarship (AOTS)  
Department in charge: General Affairs Group, General Affairs Div., AOTS  
Tel: 81-3-3888-8211 E-mail: [kojinjoho@aots.or.jp](mailto:kojinjoho@aots.or.jp)
- (2) Use of Personally Identifiable Information  
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit <http://www.aots.or.jp/eng/privacypolicy.html>.

## 10. FURTHER INFORMATION:

## AOTS HEAD OFFICE

Scholarship Administration Group (Scholarship Processing) Scholarship Administration Division	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan Tel: 81-3-3888-8214 Fax: 81-3-3888-8242 E-mail: <a href="mailto:shouhei@aots.or.jp">shouhei@aots.or.jp</a>
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## AOTS OVERSEAS OFFICES /

1. AOTS Bangkok Office / (General Manager) Mr. Kitaro Makino 14th Fl. Paso Tower 3, 88 Silom Rd., Suriyawong, Bangruak, Bangkok 10500 Tel: 66-2-238-5233~4, 268-0784 Fax: 66-2-634-1200 E-mail: <a href="mailto:aots@loxinfo.co.th">aots@loxinfo.co.th</a>
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2. AOTS Jakarta Office / (General Manager) Mr. Hiroyuki Sato 6th Floor, Summitmas I, Jalan Jend.Sudirman, Kav.61-62, Jakarta 12190 Tel: 62-21-522-6776~7 Fax: 62-21-522-6661 E-mail: <a href="mailto:sato@aots.or.id">sato@aots.or.id</a>
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3. AOTS New Delhi Office / (General Manager) Mr. Yasumi Suzuki Flat No.1307, 13th Flr., Gopaldas Bhawan, 28 Barakhamba Road, New Delhi 110001 Tel: 91-11-23704122 Fax: 91-11-23704123 E-mail: <a href="mailto:contact@aotsindia.com">contact@aotsindia.com</a>
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PRE-TRAINING REPORT

- The Production Management Training Course -  
[PMTC]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

1. Your name	
2. Your Country/Region	
3. Name of your organization	
<p>4. Outline of your organization (preferably by attaching a brochure of the organization)</p> <p>4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products 4-5. Exporting: Y/N (If yes, list the countries.) 4-6. Importing materials: Y/N (If yes, list the countries.)</p>	
<p>5. Your position and name of department (preferably by attaching an organizational chart indicating your position)</p>	

<p>6. Your duties in detail (Please list your duties.)</p>	
<p>7. Production management activities currently undertaken at your organization</p> <p>7-1. Production type</p> <ul style="list-style-type: none"> <li>-Continuous flow process (indiscrete products, no assembly process)</li> <li>- Mass production of discrete products (assembly process)</li> <li>- Batch / Block production</li> <li>- Project shop (Ship building, Construction of buildings and other structures)</li> <li>- Job shop (Job order type)</li> </ul>	
<p>7-2. Centralized or decentralized control</p>	<p>Please circle the number applicable to your company. Please select only one.</p> <ol style="list-style-type: none"> <li>1. Centralized Control</li> <li>2. Decentralized Control</li> <li>3. Both</li> <li>4. Other (Please describe in details)</li> </ol>
<p>7-3. Designing to own specifications or specifications given by customers</p>	<p>Please circle the number applicable to your company. Please select only one.</p> <ol style="list-style-type: none"> <li>1. Own specifications</li> <li>2. Specifications given by customers</li> <li>3. Both</li> <li>4. Other (Please describe in details)</li> </ol>

<p>7-4. Priority area(s) in production management (e.g., facility maintenance, QC, cost, line-balancing, load management of people and equipment)</p>	<p>Please circle the number applicable to your company.</p> <ol style="list-style-type: none"> <li>1. Equipment maintenance</li> <li>2. Quality Control</li> <li>3. Cost</li> <li>4. Line balancing</li> <li>5. Workload adjustment (machine and man)</li> <li>6. Other (Please describe in details)</li> </ol>
<p>8. Major problems perceived with respect to production management activities together with their conceivable causes (In describing problems, use quantitative terms as much as possible.)</p>	
<p>9. Your expectations of the course (Please describe your expectations as concretely and concisely as possible)</p>	

Name
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## Questionnaire

This questionnaire is not used as a criterion for the selection of participants but to adjust the program to the knowledge level of participants.

### 1. Level of Comprehension

**Level a:** You can explain what it is to others. Or you have applied it in your work.

**Level b:** You know what it is. Or you have learned it at college/university or by yourself.

**Level c:** You do not know it well. Or you have never heard of it.

Please check ( x ) as appropriate.

Item		a	b	c	Item		a	b	c
1	Productivity				19	Visual control			
2	Production planning				20	<i>Poka yoke</i> (fool proof)			
3	Production control				21	<i>Muda</i> (waste)			
4	ABC Analysis				22	Tact time & Cycle time			
5	EOQ (Economic order quantity)				23	<i>Kaizen</i> (Continuous improvement)			
6	PSI chart				24	SMED (Single Minute Exchange of Die)			
7	Process chart				25	VA/VE (Value Analysis/Value Engineering)			
8	Motion study				26	QC 7 Tools			
9	Work sampling				27	QC story problem solving			
10	Just-in-time (JIT)				28	ISO9000			
11	<i>Kanban</i> system				29	QC process chart			
12	Production leveling				30	Operation Standard			
13	Pull system				31	TPM			
14	Continuous flow processing				32	Overall efficiency of equipment (OEE)			
15	Multi-process handling				33	Autonomous maintenance			
16	Standardized Operation				34	Mean Time Between Failures (MTBF)			
17	<i>JIDOKA</i> (Automation)				35	Mean Time To Repair (MTTR)			
18	5S				36	Preventive maintenance			

### 2. The Techniques and Tools Your Company Has Adopted

Please check ( x ) as appropriate.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
TPM			