



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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February 2011

Preliminary version

Program Outline
&
Participation Requirements
of
The Program for Quality Management
[PQM]

19 May - 1 June 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.

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. The total number of participants in past AOTS training programs amounts to almost 155,000 from about 170 developing 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 Program for Quality Management (PQM) 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 which are characteristics of Japanese companies. It also aims to upgrade the participants' capabilities of implementing a quality oriented management system.

2. COUNTRY:

Please refer to the List of Target countries and Regions.
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, senior managers who are responsible for quality development and management as well as its improvement in their whole organization. Middle managers who are in key positions to promote TQM or expected to play the role above in the future may also be accepted.
- (2) Participants should be between 25 and 55 years of age, with 1 year or more of professional experience in the field of quality control/management.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in developing countries.
- (7) Participants should not be students or armed forces personnel.
- (8) AOTS ex-participants who have recently 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 14 March 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 on 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

The application documents will be forwarded to the AOTS Screening Committee, which will meet in April 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 14 March 2011, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

-OBJECTIVES

The objectives of the program are to enable participants to promote TQM (total quality management), which aims to enhance customer satisfaction through improvement of the quality of products and services, by mastering the concept, methodology, and promotion methods of TQM.

-KEY BENEFITS

By the end of this program, participants will be able to:

- (1) Understand the conceptual framework (including historical background) to TQM,
- (2) Understand the basic theory of quality and management,
- (3) Comprehend the concepts and implementation methods of the major TQM elements, including policy management, daily management, QC circles, quality assurance, quality improvement,
- (4) Comprehend the key success factors of companies effectively applying TQM, and
- (5) Gain new insights into the roles and responsibilities of managers in promoting TQM.

-DURATION

19 May – 1 June 2011

-CONTENTS

The curriculum is designed to effectively enhance participants' capabilities to promote TQM, following the steps below.

Before participants attend the training course in Japan, they are requested to study the AOTS Web Based Training Course, titled “Practical Tools for Quality Control-1”, so as to review the Seven Tools for QC.

【Step 1】

Lecturers will explain the framework and characteristics of TQM activities originated in Japan and also acquaint participants with cultural aspects of TQM.

【Step 2】

Participants will be introduced to the major TQM elements such as management by policy, daily management, quality assurance and quality improvement. Not only through lectures but also through visiting several Japanese companies (some during a study tour) and observing practical examples, they will gain further understanding about the promotion of TQM, from introduction to thorough implementation, and the application of the major TQM elements.

【Step 3】

Participants will deepen their insights into the role of top management in TQM promotion and leadership and discuss the human aspects of TQM. As a wrap-up of the course, they will make presentations about their action plans and their own role after going back to their respective companies.

<Practical group discussions to map out an action plan>

In tandem with Steps 1 to 3, participants will hold group discussions. Within each group, participants will review the essence of lectures and discuss useful points, considering the situation of their own company. Participants will draft an action plan, which should be designed to suit their own work environment, by applying what they learnt about TQM introduction and promotion activities from the lectures and company visits. Participants should make their plan as practical and concrete/specific as possible. The results of the group discussions will be presented on the last day of the course.

Note: Participants are requested to bring any supporting information and data related to their own problems to make discussions more effective and realistic. Such data should be listed up in their pre-training report.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions and special Saturday sessions may also be organized as well as identified above.

Please refer to the Tentative Schedule on page 5.

-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.

-PROGRAM DIRECTORS

Dr. Noriaki Kano

Professor Emeritus, Tokyo University of Science

Board Member, Komatsu Co., Ltd.

Honorary Chairperson, Asian Network for Quality (ANQ)

Committee Member, Deming Application Prize

Academician, International Quality Academy

Board Member, Association for Overseas Technical Scholarship (AOTS)

Board Member, Union of Japanese Scientists and Engineers (JUSE)

2004-07 Chairperson of the Deming Application Prize Committee

2000-02 President of the Japan Society for Quality Control

One of the world's most prominent figures in the field of TQM. His numerous research results, such as "House of TQM", "Attractive Quality and Must-Be Quality (Kano Model)," and "Task Achieving QC Story" have brought him an international reputation. He has published more than 300 research papers and books. He is

worldly renown as the founder of “Kano Model.” He was awarded 1997 Deming Prize for Individuals, 1997 American Statistical Association (ASA) Deming Lecturer, 2002 American Society for Quality (ASQ) E. Jack Lancaster Medal and 2006 ASQ E. L. Grant Medal.

Mr. Yukihiro Ando

TQM Consultant

Lead Examiner, Deming Prize Committee

Board Member, Asian Network for Quality (ANQ)

Honorary Advisor, Saitama Region QC Circle

Member of the Committee on the Domestic Response to ISO/TC176

As a TQM consultant, Mr. Ando has had great success in numerous companies within Japan and overseas, spanning a wide range of industries, from manufacturing industry to the service industry. Of these companies, 25 have received the Deming Application Prize. He has written many books about TQM (including co-authored books and books on which he has been the supervisory editor). In 1987 and 1997, he was awarded the Nikkei QC Literature Prize.

-TRAINING LOCATION AND ACCOMMODATION <To be determined >

AOTS Tokyo Kenshu Center (TKC)

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

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

Please refer to item 7 for further information on accommodation.

Tentative Schedule
of
The Program for Quality Management [PQM]
 19 May – 1 June 2011 AOTS Tokyo Kenshu Center< To be determined >

Date	Morning Session	Afternoon Session	
18 May (Wed.)	Arrival in Japan		
19 (Thu.)	Orientation Opening Ceremony	Lecture: Introduction to TQM (1) -Managerial Strategies and TQM	Explanation of Group Discussions
20 (Fri.)	Lecture: Introduction to TQM (2) -Theory of Quality, “Attractive Quality and Must-be Quality”	Lecture: Introduction to TQM (3)-1 -Theory of Quality Management (PDCA cycle, continuous improvement)	Group Discussion -1
21 (Sat.)	Day off		
22 (Sun.)	Day off		
23 (Mon.)	Lecture: TQM Vehicles (1) (Management by Policy)	Lecture: TQM Vehicles (2) (Daily Management)	Group Discussion -2
24 (Tue.)	Lecture: TQM Vehicles (3) (QC Circles)	Lecture: Examples of QC Circle Activities	Group Discussion -3
25 (Wed.)	Lecture: Introduction to TQM (3)-2 -Theory of quality management (PDCA cycle, continuous improvement)	Lecture: The Promotion of TQM	Group Discussion -4
26 (Thu.)	Study Tour	Company Visit: Examples of TQM Promotion	
27 (Fri.)		Company Visit: Examples of Quality Assurance	
28 (Sat.)	Lecture: Quality Assurance		Group Discussion -5
29 (Sun.)	Day off		
30 (Mon.)	Company Visit: Examples of TQM Promotion		Group Discussion -6
31 (Tue.)	Lecture: The Role of Top Management in Promoting TQM	Lecture: The Promotion of TQM	Group Discussion -7
1 June (Wed.)	Final Report Presentation	Evaluation of the Program Closing Ceremony	
2 (Thu.)	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 ¥134,000 for a 2-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

- 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 2-week AOTS Management Training Program, is ¥370,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,900 in cash to a participant for the cost of travel between Narita Airport and AOTS Tokyo Kenshu Center (TKC).

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.

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: shouhei@aots.or.jp
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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: aots@loxinfo.co.th

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: sato@aots.or.id

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: contact@aotsindia.com

[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 - Narita /Japan, Roundtrip

Management Training Course: 2 -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		134,000	134,000
(3) Contribution to AOTS's Administration Costs	@ 1,000 x 15 days =	15,000	15,000
Total		149,000	149,000

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 13 days =	110,500	110,500 (paid in kind)
Meal Allowance	@ 2,500 x 1 day(s) =	2,500	2,500 [3]
Accommodation Allowance	@ 9,800 x 1 day(s) =	9,800	9,800 (paid in kind)
c. Personal Allowance	@ 800 x 15 days =	12,000	12,000 [2]
Sub Total		294,800	142,500 [A]
(2) Course Implementation Costs		370,000	370,000
(3) Domestic Travel Allowance (Narita Airport - TKC)		1,900	1,900 [4]
Total		666,700	514,400

[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]	12,000	12,000
	[SUM1]	164,300	12,000
(3) Meal Allowance during the study tour	[3]	2,500	2,500
(4) Domestic Travel Allowance in Japan	[4]	1,900	1,900
	[SUM2]	4,400	4,400
Total = [SUM1] + [SUM2]		168,700	16,400

*[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	
				Monterrey		214,300				
				Morelia		210,400				
Vietnam			96,100	Cancun		211,400				
Malaysia	Kuala Lumpur		85,100	Algeria			194,100			
	Kota Kinabalu		68,300	* Uganda			87,300			
* Myanmar			99,500	Egypt			79,100			
* Laos			73,500	* Ethiopia			125,000			
North east Asia	Mongolia	Ulan Bator	Narita	115,900	Ghana			185,300		
			Kansai	103,900	Cameroon			217,200		
			Chubu	69,800	Kenya			76,500		
Middle Asia	* Afghanistan			254,300	* Zambia	Lusaka	Narita	209,300		
	Uzbekistan	Tashkent	Narita	187,400	Ndola	Chubu	236,600			
			Kansai	173,800	Zimbabwe			126,900		
Kazakhstan			181,800	* Sudan			131,200			
South Asia	India	Calcutta		109,100	Africa	Seychelles		53,000		
		Cochin		117,100	* Senegal			245,300		
		Chennai		108,400	* Tanzania			69,300		
		Thiruvananthapuram		117,400	Tunisia			165,700		
		Delhi		117,400	Nigeria			130,900		
		Hyderabad		106,700	* Madagascar			100,400		
		Bangalore		121,200	* Mozambique			92,000		
		Mumbai		123,800	Mauritius			55,000		
		Ahmedabad		153,500	* Mauritania			140,600		
	Coimbatore		114,900	Morocco			207,300			
	Sri Lanka			66,500	South Africa			120,600		
	* Nepal			149,100	* Malawi			146,500		
	Pakistan			96,700	Libya			50,600		
* Bangladesh			152,300	Middle East	Iran	Tehran		86,800		
* Bhutan			114,600		Tabriz			82,700		
* Maldives			202,300		Oman			111,200		
Oceania	* Samoa			71,300	Jordan			153,600		
	* Vanuatu			110,100	Syria			160,400		
	Papua New Guinea			143,300	Lebanon			190,500		
	Fiji			73,600	Europe	Ukraine			66,300	
Argentina			141,500	Serbia				133,100		
Uruguay			153,600	Montenegro				123,600		
Ecuador			209,300	Turkey				105,300		
El Salvador			182,800	Macedonia (Former Yugoslav Rep. of)				139,600		
Guatemala			182,800	Croatia				122,900		
Costa Rica			196,600							
Colombia			193,900							
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
Angola	Algeria	Malaysia
Bangladesh	▪ Anguilla	Marshall Islands
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

- (1) 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: shouhei@aots.or.jp
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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, Bangruk, Bangkok 10500 Tel: 66-2-238-5233~4, 268-0784 Fax:66-2-634-1200 E-mail: aots@loxinfo.co.th
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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: contact@aotsindia.com

PRE-TRAINING REPORT
- The Program for Quality Management-
[PQM]

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. Country	
3. Name of your company / organization	
4. Outline of your organization (preferably by attaching a brochure of the organization) 4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products/Services	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Present managerial activities for quality improvement in your organization</p>	
<p>8. Most critical issues* you are now facing in your quality management activities, indicating their causes from your viewpoint</p> <p>*</p> <p><u>a) Issues to be solved/Improved/Created etc./ What you want to realize in your organization.</u></p> <p>e.g.</p> <ul style="list-style-type: none"> Reduce complaints/claims Reduce defectives/ reworks Shorten new products development periods Reduce reworks in New product developments Reduce variation in a characteristics of +++ Reduce rejects in incoming inspection/ Improve venders' quality Improve training system. Improve on time delivery. Improve stability of a process. Activate QC Circles <p><u>b) List of any supporting information and data related to your own issues that you will bring to this course.</u></p>	

Name _____

Questionnaire

1. Level of Comprehension for Quality Management

Please indicate the level of your comprehension by checking the appropriate boxes.

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

Level b : You know what it is. Or you have ever learned it in school or by yourself.

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

No.	Subject	Comprehension		
		a	b	c
1	Check Sheet			
2	Histogram			
3	Cause and Effect Diagram			
4	Pareto diagram			
5	Scatter diagram			
6	Stratification			
7	Control Chart			
8	Affinity diagram			
9	Relation diagram			
10	Tree diagram			
11	Matrix diagram			
12	Arrow diagram			
13	PDPC			
14	Normal distribution			
15	Standard deviation			
16	3-Sigma rule			
17	Process capability			
18	Regression analysis			
19	Design of experiment			
20	Orthogonal array			
21	Taguchi methods			
22	Sampling inspection			
23	PDCA cycle/SDCA Cycle			
24	SOP/ Work (operation) standard			
25	Problem Solving QC Story			
26	Task Achieving QC Story			
27	Daily management			
28	Cross Functional management			
29	Policy Management (<i>Hoshin kanri</i>)			
30	Quality table/ Quality deployment/Quality function deployment			
31	QC circle			
32	ISO 9000			

WBT	<h1>Practical Tools for QC</h1>	English	
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Objectives

1. To master the basic concepts of quality control.
2. To learn basic statistical quality control techniques, such as the 7 QC tools.
3. To solve problems relating to quality on the manufacturing floor, by mastering the aforementioned concepts and techniques, and to develop the ability to contribute to quality improvements.

Features

1. There are check tests at the beginning of each chapter and proficiency tests at the end, enabling you to check your own ability.
2. You can learn the basics from explanations that use specific case studies and detailed explanations of how to compile graphs.

Content

Chapter	Program	Chapter	Program	Chapter	Program
1	Quality Control Outline	5	Graphs	9	Histograms
2	QC Mind Set	6	Check Sheets	10	Scatter Diagrams
3	Collection of Data for QC	7	Pareto Diagrams	11	Control Charts
4	Stratification	8	Cause-and-Effect Diagrams		

Prerequisites for Participation

Course participants: Those who plan to participate in the PQM course

Course period : From one month before the course begins until the end of the course (estimated time to complete the course: 30 hours)

Course fee: Included in the PQM course participation fee

How to Use the Course

Access the AOTS distance training homepage <http://d-training.aots.or.jp> and login at the menu screen

Sample Screenshots



For further details, please contact us:

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Training Division, Training Development Group
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