



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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February 2011

Preliminary version

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

- Teamwork and Leadership Skill Improvement-

8 June – 28 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.

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. 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 Training Course on Solving Human and Organizational Problems (SHOP) 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 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

3. NUMBER OF PARTICIPANTS:

24 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors of an organization.
- (2) Participants should be between 25 and 50 years of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
(A high level of English knowledge is necessary in this training program. The ability to discuss in English is given great importance in our screening process.)
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries.
- (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 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 28 March 2011**.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
- (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
- (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 28 March 2011, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The course has been designed to enable participants to play major roles in solving human- or organization-related problems in their organizations, through summoning enhanced teamwork and leadership abilities which are highly prized in typical Japanese companies

- KEY BENEFITS

This program aims to improve the following abilities of the participants who are managers or supervisors of various sections in an organization.

1. To activate communication within such a group as their own section of the organization,
2. To lead other people while understanding the role of each member to produce the result expected of their own section as a team,
3. To understand their roles in attaining their team's objectives,
4. To resolve conflicts among team members, and
5. To uplift subordinates' motivation by changing their own behavior

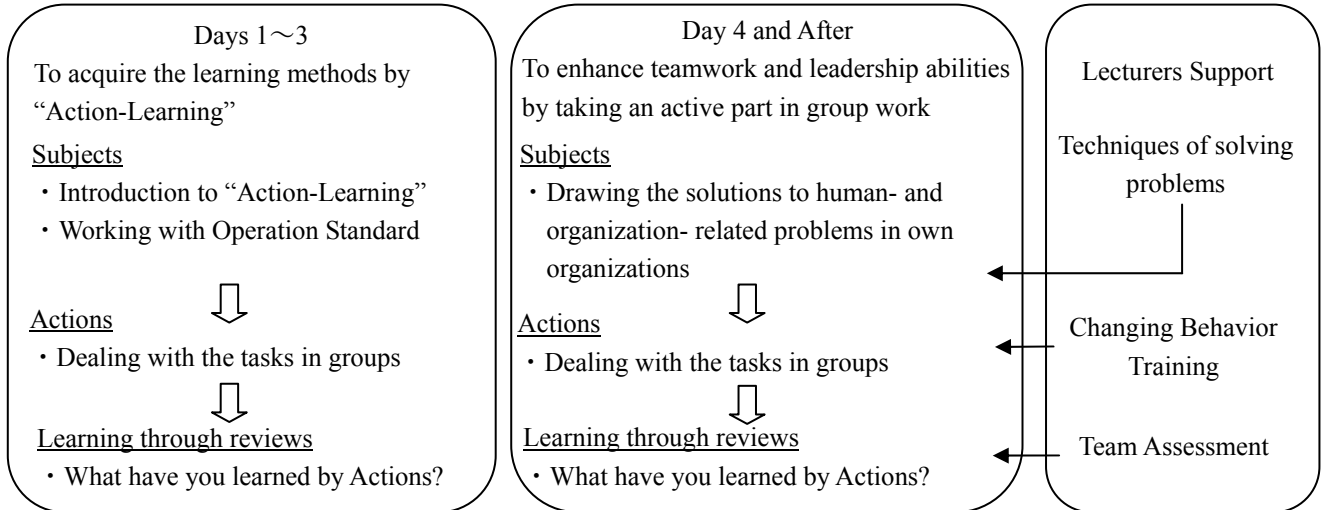
- DURATION

8 June – 28 June 2011 (3 weeks)

- CONTENTS

A Curriculum focusing on participative exercises (group activities)

The course will offer numerous opportunities for participants to change their behavioral patterns, to adopt new perceptions and to enhance their abilities as managers. The course bases these exercise programs on a learning process called “Action-Learning,” which induces changes in personal behavior and organizational response based on the result of each exercise. The following are major components of the exercise.



【Working with Operation Standard (Ice-Breaking Session)】

Participants will split up into groups and compete in a task focused on the assembly of an object. Based on their experiences of playing either a manager or a worker, participants will discuss effective methods of demonstrating teamwork and leadership. In addition, participants will understand the values and behavior of the team members, which will be required for the team assessment later in the course.

【Team Assessment】

Participants will analyze and understand their own behavioral patterns and group activities scientifically based on evaluations given by peer members. The SYMLOG method for a multiple-level observation of groups is used. The values held by each participants and his/her behavior will be measured and fed back to himself/herself three times. Based on the results, each participant will make efforts to move closer to becoming an ideal manager.

【Program for Changing Behaviors-Theory and Exercise】

Participants will learn about the motivation of subordinates, leadership skill improvement, and communication improvement skills by the way of role-play.

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.

- PROGRAM DIRECTOR

Mr. Noriyuki Murata

Director, COO, Research Institute for International Management Chu-San-Ren, Inc.

Mr. Murata specializes in leadership development of corporate executives and managers, organizational vitalization, the creation of corporate vision, “Action-Learning” training, factory management and cost management, feasibility studies for factory establishment, etc. He is an officially registered consultant at All Japan Federation of Management Organization (Zen-Noh-Ren).

- 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 Training Course on Solving Human and Organizational Problems
- Teamwork and Leadership Skill Improvement- [SHOP]
8 June –28 June 2011 AOTS Chubu Kenshu Center <To Be Determined>

Date	Morning Session	Afternoon Session
7 June. (Tue.)	(Arrival in Japan)	
8 (Wed.)	Orientation Opening Ceremony/ Program Guidance	LECTURE//EXERCISE: Introduction to Action Learning
9 (Thu.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 1	
10 (Fri.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 2	LECTURE//EXERCISE: Team Assessment - 1 (Rating Session)
11 (Sat.)	Day off	
12 (Sun.)	Day off	
13 (Mon.)	COMPANY VISIT: Examples of Management Techniques in Japanese Companies (1) (The 5S's, Sangen Shugi, Safety, etc.)	COMPANY VISIT: Examples of Management Techniques in Japanese Companies (2) (JIT, kaizen, etc.)
14 (Tue.)	LECTURE//EXERCISE: Problem-Solving Technique	
15 (Wed.)	LECTURE//EXERCISE: Team Assessment - 2	
16 (Thu.)	LECTURE//EXERCISE: Program for Changing Behavior - 1	
17 (Fri.)	COMPANY VISIT: Roles and Responsibilities of Managers in Japanese Companies	Preparation for Midterm Presentation
18 (Sat.)	Day off	
19 (Sun.)	Day off	
20 (Mon.)	Midterm Group Presentation	
21 (Tue.)	Study Tour	COMPANY VISIT: Standardization of a Japanese Company (Roles of Managers)
22 (Wed.)		COMPANY VISIT: Small Group Activities at a Japanese Company (Enhancement of Teamwork)
23 (Thu.)		COMPANY VISIT: In-House Educational Program at a Japanese Company
24 (Fri.)	LECTURE//EXERCISE: Team Assessment - 3	
25 (Sat.)	Day off	
26 (Sun.)	Day off	
27 (Mon.)	LECTURE//EXERCISE: Program for Changing Behavior - 2	
28 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
29 (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 ¥164,000 for a 3-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 3-week AOTS Management Training Program, is ¥500,000.

(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/in-plant exercise (**each participant is requested to pay meals during the study tour/in-plant exercise 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, 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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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 - Chubu /Japan, Roundtrip****Management Training Course: 3 -week Course****1. Participation Fee (Contributions from Participant)**

		(Japanese Yen)	
		With International	Without International
		Travel Expenses subsidy	Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0	0	0
(2) Contribution to Course Implementation Costs		164,000	164,000
(3) Contribution to AOTS's Administration Costs	@ 1,000 x 22 days =	22,000	22,000
Total		186,000	186,000

2. Training Costs

		With International	Without International
		Travel Expenses subsidy	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 19 days =	161,500	161,500 (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 22 days =	17,600	17,600 [2]
Sub Total		363,700	211,400 [A]
(2) Course Implementation Costs		500,000	500,000
(3) Domestic Travel Allowance	(Chubu Airport - CKC)	2,940	2,940 [4]
Total		866,640	714,340

[1] The maximum amount of air fare 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	Without International
		Travel Expenses subsidy	Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	152,300	0
(2) Personal Allowance	[2]	17,600	17,600
	[SUM1]	169,900	17,600
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	2,940	2,940
	[SUM2]	7,940	7,940
Total = [SUM1]+[SUM2]		177,840	25,540

*[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			
Fiji			73,600	Syria			160,400			
Central and South America	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
- (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

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AOTS OVERSEAS OFFICES /

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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
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PRE-TRAINING REPORT

The Training Course on Solving Human and Organizational Problems

- Teamwork and Leadership Skill Improvement-
[SHOP]

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 presentations to be held during the program.

Notes for items 7 through 11

- Main lectures (including group discussion and the final group presentation)

The objective of the main lectures, including group discussions, is to give you an opportunity to understand how you should behave in order to solve the personnel/organizational problems you are faced with as a manager so that you can achieve your group/organizational targets. A good outcome from the lectures cannot be expected unless you are aware of your own problems.

- Other lectures/visits

Good results cannot be obtained from the other lectures and visits that supplement the objective of this course unless you are aware of your own problems.

1. Your name	
2. Country	
3. Name of company / organization	
4. Outline of your company/ organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Did you wish to participate in this training course, or did your superior tell you to participate?</p> <p>Please explain the reasons why you wish to send this applicant on the course and the characteristics of the prospective participant's behavior (strengths and weaknesses), as seen from your perspective as the applicant's superior.</p>	<p>① Were you recommended by your superior or is the application based on your own request?</p> <p>② Name, position, and email address of your superior</p> <p>Name : _____</p> <p>Position : _____</p> <p>Email address : _____</p> <p>• <u>Please have your superior complete the following section.</u></p> <p>③ Reason why you wish to send this applicant on this course. (English or Japanese)</p> <p>④ From your perspective as the applicant's superior, please list the characteristics of the prospective participant's behavior (strengths and weaknesses)</p> <p>(Strengths)</p> <p>(Weaknesses or areas for improvement)</p> <p>⑤ Superior's signature</p> <p>Signature: _____</p>
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8. What are the problems or issues you are now faced with in performing your duties? Please describe the current situation of your problems related to organization/people, giving specific examples with concrete data.

Bad description sample:

Insufficient managerial capabilities.
Subordinates are not motivated.
Cooperation among different departments is weak.

Good description sample:

Only 50% of the two-year business innovation plan has been implemented so far. Also, the sales target achievement rate only reaches 70-80% on a monthly basis. The observed failure is attributable to the subordinates' resistance to my policy since I am younger than they are and has I have only recently become a manager.

The annual turnover rate among the young employees in their twenties and thirties is as high as 20%. Major reasons are that there is no evaluation system or reward for young and competent employees and that their annual salary is 1/8 – 1/15 of that of senior employees in their forties and fifties due to a seniority-oriented personnel system.

<p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 6 in the right side column, choose the most and the next most important ability you think.</p> <p>Specify the reason for your answer.</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>Reasons:</p>
<p>10. What kind of ability does your superior think you should develop through this training course? From 1 through 6 in the right side column, choose the most and the next most important ability your superior thinks.</p> <p>Have you talked about this matter with your superior?</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>On the above issue, ___ Yes, I have talked with my superior. ___ No, I have not talked with my superior.</p>
<p>11. What are the work targets your superior expects you to achieve after participating of this course? Are these targets clearly specified?</p>	<p>Work targets:</p> <p>Are these targets clearly specified? ___ Yes ___ No</p>