



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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December 2006

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

6 – 26 June 2007

Aichi, Japan

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 129,000 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 one of such management training programs, designed to enhance the human- and organization-related problem-solving abilities.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants

3. 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 55 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.
- (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.

Notes:

- (1) 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.
- (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.

4. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **by no later than 23 February 2007**.

- (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)
- (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 home address
- (5) Pre-Training Report
- (6) Overseas Travel Insurance Consent Form

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 5 April 2007, 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 13 as of 23 February 2007, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The course has been designed to enable participants to acquire the following capabilities so that they can play major roles in solving human- or organization-related problems in their organizations. By participating in this program, participants will be able to

1. Activate communication within an organization so that it becomes prepared for innovation,
2. Lead other people while understanding the role of each member to produce the result expected of a team,
3. Understand their roles in attaining the team's objectives,
4. Resolve conflicts among team members,
5. Uplift subordinates' motivation by changing their own behavior, and
6. Plan effective training systems that can develop the abilities of subordinates, who can contribute better to team performance.

- DURATION

6 – 26 June 2007 (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

Participants will form a hypothetical company in which each member will assume different managerial roles and functions to run it. They will set up some organizational performance targets and the results of their efforts will be evaluated.

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

The program will be held at the following AOTS Training Center.

AOTS Chubu Kenshu Center (CKC)

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 6 for further information on accommodation.

Tentative Schedule
of
The Training Course on Solving Human and Organizational Problems [SHOP]
6 –26 June 2007 AOTS Chubu Kenshu Center

Date	Morning Session	Afternoon Session
5 June (Tue.)	(Arrival in Japan)	
6 (Wed.)	Orientation Opening Ceremony Program Guidance	LECTURE//EXERCISE: Introduction to Action Learning
7 (Thu.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 1	
8 (Fri.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 2	LECTURE//EXERCISE: Team Assessment - 1 / Group Discussion
9 (Sat.)	Day off	
10 (Sun.)	Day off	
11 (Mon.)	COMPANY VISIT: Training Curriculum	COMPANY VISIT: Human Resource Development
12 (Tue.)	LECTURE//EXERCISE: Team Assessment - 2 / Group Discussion	
13 (Wed.)	LECTURE//EXERCISE: Program for Changing Behaviors – 1	
14 (Thu.)	COMPANY VISIT: Kaizen Activities	Group Discussion/ Preparation for Midterm Presentation
15 (Fri.)	Midterm Group Presentation	
16 (Sat.)	Day off	
17 (Sun.)	Day off	
18 (Mon.)	LECTURE: Leadership Theory	
19 (Tue.)	LECTURE//EXERCISE: Team Assessment - 3 / Group Discussion	
20 (Wed.)	Study Tour	COMPANY VISIT: Vitalization of Work Area and Human Resource Development
21 (Thu.)		COMPANY VISIT: Small Group Activities at a Japanese Company
22 (Fri.)		COMPANY VISIT: In-House Educational Program at a Japanese Company
23 (Sat.)	Day off	
24 (Sun.)	Day off	
25 (Mon.)	LECTURE//EXERCISE: Program for Changing Behaviors – 2	Preparation for Final Report Presentation
26 (Tue.)	Final Report Presentation	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.

6. ACCOMMODATION:

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 ¥8,700 per day with meals (lunch, dinner and breakfast).

Please note that AOTS Kenshu Center Canteens are closed on Sundays. The participant will receive ¥2,700 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.

7. TRAINING COSTS:

[Note] The amount and figures of Training Costs and Participation Fee in Fiscal Year 2007 (April 1, 2007 – March 31, 2008) are subject to change slightly. This outline of Training Costs and Participation fee is tentative.

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 Estimate of the Participation Fee for Less Developed Countries (LDCs) and Least among Less Developed Countries (LLDCs) is shown in Table 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.

2) Breakdown

1. Training Costs

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

(1) Allowance Costs

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 is shown in Table 2).

-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.

Accommodation and Meal Allowance

- AOTS will provide a participant with accommodation to the value of ¥8,700 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 ¥7,900 per day with dinner and breakfast at an AOTS Kenshu Center.
- During the study tour, a participant will receive in cash ¥9,800 per day for accommodation, and ¥2,700 per day for meals.

Personal Allowance

-AOTS will pay ¥1,200 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which are the costs to carry out a 3-week AOTS Management Training Program, is ¥500,000.

(3) Domestic Travel Allowance

AOTS will pay ¥3,020 in cash to a participant for the cost of travel between Chubu Airport and AOTS Chubu Kenshu Center (CKC).

2. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs, Contribution to Course Implementation Costs and Contribution to AOTS's Administration 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 Least Developed Countries (LDC) is 25% of the Allowance Costs. The Contribution to Allowance Costs is not set up for the participants from Least among Less Developed Countries (LLDC).
- (2) The Contribution to Course Implementation Costs is ¥164,000 for a 3-week AOTS Management Training Program.
- (3) The Contribution to AOTS's Administration Costs is ¥1,800 per day for the participants from LDC, and ¥1,000 per day for the participants from LLDC, and covers administrative expenses.

3. The Amount to be paid in cash to participants by AOTS

The subsidy for international travel expenses (when they are claimable for subsidy), Accommodation and Meal Allowance for the study tour (**Each participant is requested to pay the accommodation and meals during the study tour from this Allowance.**), Personal Allowance (1,200 x staying days) and Domestic Travel Allowance will be paid in cash as per Table 1 by AOTS to each participant after his/her arrival in Japan.

[Table 1-1] Estimate of the Participation Fee for LDC

*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 2007 (April 1, 2007 – March 31, 2008) is subject to change slightly. This estimate is tentative.**

Country: Thailand

International Travel Expenses: Bangkok - Chubu/Japan, Roundtrip

Management Training Course: 3-week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

The amount mentioned below will be paid in cash by participant to AOTS after his/her arrival in Japan.

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs [A] x 0.25	72,425	56,150
(2) Contribution to Course Implementation Costs (3-week)	164,000	164,000
(3) Contribution to AOTS's Administration Costs @ 1,800 x 22 days =	39,600	39,600
Total	276,025	259,750

2. Training Costs**(1) Allowance Costs**

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	65,100	0	*[1] (paid in cash)
Accommodation and Meal Allowances @ 7,900 x 1 day = at the AOTS Kenshu Center (Arrival Day)	7,900	7,900	(paid in kind)
@ 8,700 x 19 days =	165,300	165,300	(paid in kind)
Personal Allowance @ 1,200 x 22 days = for the study tour	26,400	26,400	*[2] (paid in cash)
Meal Allowance @ 2,700 x 2 days =	5,400	5,400	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 2 days =	19,600	19,600	*[3] (paid in cash)
Sub Total	289,700	224,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	792,720	727,620	

*[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

The amount mentioned below will be paid in cash by AOTS to participant after his/her arrival in Japan.

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
1) Allowances		
(1) International Travel Expenses subsidy (provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket) *[1]	65,100	0
(2) Personal Allowance *[2]	26,400	26,400
[SUM1]	91,500	26,400
2) Expenses during training course & Transportation		
(1) Allowance for the study tour *[3] (Expenses to be spent for meals and accommodation by the participant during study tour)	25,000	25,000
(2) Domestic Travel Allowance in Japan *[4] (Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)	3,020	3,020
[SUM2]	28,020	28,020
Total =[SUM1]+[SUM2]	119,520	54,420

[Table 1-2] Estimate of the Participation Fee for LLDC

*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 2007 (April 1, 2007 – March 31, 2008) is subject to change slightly. This estimate is tentative.**

Country: Bangladesh

International Travel Expenses: Bangladesh - Chubu/Japan, Roundtrip

Management Training Course: 3-week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

The amount mentioned below will be paid in cash by participant to AOTS after his/her arrival in Japan.

	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 (3-week)	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**(1) Allowance Costs**

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	93,500	0	*[1] (paid in cash)
Accommodation and Meal Allowances @ 7,900 x 1 day = at the AOTS Kenshu Center (Arrival Day)	7,900	7,900	(paid in kind)
@ 8,700 x 19 days =	165,300	165,300	(paid in kind)
Personal Allowance @ 1,200 x 22 days =	26,400	26,400	*[2] (paid in cash)
for the study tour			
Meal Allowance @ 2,700 x 2 days =	5,400	5,400	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 2 days =	19,600	19,600	*[3] (paid in cash)
Sub Total	318,100	224,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	821,120	727,620	

*[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

The amount mentioned below will be paid in cash by AOTS to participant after his/her arrival in Japan.

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
1) Allowances		
(1) International Travel Expenses subsidy (provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket) *[1]	93,500	0
(2) Personal Allowance *[2]	26,400	26,400
[SUM1]	119,900	26,400
2) Expenses during training course & Transportation		
(1) Allowance for the study tour *[3]	25,000	25,000
(Expenses to be spent for meals and accommodation by the participant during study tour)		
(2) Domestic Travel Allowance in Japan *[4]	3,020	3,020
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)		
[SUM2]	28,020	28,020
Total = [SUM1]+[SUM2]	147,920	54,420

Table 2 Standard Airfare Limits (FY 2007)*** Mark indicates the LLDC countries and region.**

A: Total training days are 30 days or less. B: Total training days are 31 days or more. Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	A	B	Area	Country	Place of Departure	A	B	
Southeast Asia	Indonesia			78,600	98,300	Central and South America	Argentina			169,100	296,000
	Cambodia			85,200	106,200		Uruguay			180,800	338,700
	Thailand	Bangkok		65,100	92,400		Ecuador			185,100	346,700
		Chiang Mai		68,900	97,800		El Salvador			161,700	302,900
	Philippines	Cebu	Narita	59,200	72,800		Guatemala			161,700	302,900
			Kansai	57,000	70,200		Costa Rica			173,900	332,100
			Chubu	58,300	82,000		Colombia			171,600	452,500
		Manila	Narita	55,800	68,600		Jamaica			196,900	368,700
	Kansai		52,800	74,300	Chile			190,000	397,400		
	Chubu		54,900	77,200	Dominican Republic			203,200	380,600		
	Fukuoka		47,400	66,700	Trinidad and Tobago			221,700	415,300		
	Viet Nam			86,800	99,800		Nicaragua			176,400	311,700
	Malaysia	Kuala Lumpur		79,300	98,800		* Haiti			203,200	380,600
		Kota Kinabalu		63,600	87,000		Panama			189,800	300,500
* Myanmar			96,800	111,700	Paraguay			155,000	290,400		
* Laos			71,400	88,900	Barbados			221,700	415,300		
North east Asia	Mongolia	Ulan Bator	Narita	112,600	164,800	Brazil			137,900	220,700	
			Kansai	100,900	147,700	Venezuela			197,300	394,700	
Middle Asia	* Afghanistan			199,200	216,200	Peru			175,400	233,800	
	Kazakhstan			211,900	229,900	Bolivia			180,500	338,100	
	Uzbekistan	Tashkent	Narita	172,200	186,900	Honduras			161,700	302,900	
			Kansai	159,700	165,800	Mexico			Guadalajara	190,800	318,100
South Asia	India	Calcutta		89,800	113,700	Mexico City			172,900	267,200	
		Cochin		108,400	137,300	Monterrey			174,900	270,300	
		Chennai		93,500	118,500	Algeria			229,200	554,600	
		Thiruvananthapuram		107,900	148,600	* Uganda			93,300	225,900	
		Delhi		96,600	120,300	Egypt			68,900	137,800	
		Hyderabad		107,900	136,600	* Ethiopia			95,300	230,700	
		Bangalore		102,600	129,900	Ghana			197,900	478,900	
		Mumbai		101,900	132,500	Cameroon			205,400	497,100	
	Ahmedabad		113,600	143,900	Kenya			85,600	207,100		
	Sri Lanka			70,100	112,900	* Zambia			248,400	601,200	
	* Nepal			98,000	142,600	Zimbabwe			135,500	260,300	
	Pakistan			97,200	135,100	* Sudan			121,600	294,300	
	* Bangladesh			93,500	127,800	Seychelles			111,300	269,400	
	* Maldives			158,400	230,600	* Senegal			232,000	561,500	
* Bhutan			125,700	183,000	* Tanzania			89,800	217,400		
Oceania	Fiji			86,900	216,100	Tunisia			178,700	432,400	
	Papua New Guinea			130,800	325,100	Nigeria			133,000	322,000	
	* Samoa			68,100	169,400	* Madagascar			107,200	259,600	
	* Vanuatu			103,700	240,000	* Mozambique			102,300	247,700	
	Ukraine			99,700	211,800	Mauritius			54,500	132,000	
Europe	Serbia and Montenegro			137,100	221,400	* Mauritania			144,000	348,600	
	Slovak Republic			134,300	285,500	Morocco			265,900	643,500	
	Czech Republic			137,200	304,200	South Africa			134,000	241,200	
	Turkey			97,800	142,600	Malawi			156,500	378,700	
	Hungary			86,000	129,000	Iran			95,000	124,700	
	Bulgaria			130,300	277,000	Oman			144,100	199,800	
	Poland	Warszawa		122,900	261,200	Saudi Arabia			138,000	210,900	
		Katowice		124,100	263,800	Jordan			162,300	225,100	
	Macedonia (Former Yugoslav Rep. of)			126,500	268,900	Syria			152,800	211,900	
	Romania	Bucharest		126,500	189,800	Bahrain			179,100	248,300	
		Timisoara		128,700	193,100	Lebanon			201,400	279,300	
					Africa						
					Middle East						

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.

8. FURTHER INFORMATION:**AOTS HEAD OFFICE**

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AOTS OVERSEAS OFFICES

1. AOTS Bangkok Office

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2. AOTS Beijing Office

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5. AOTS Manila Office

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PRE-TRAINING REPORT

- The Training Course on Solving Human and Organizational Problems -
[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 (preferably by attaching a brochure of the organization)	
5. Your Position (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>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, <u>giving specific examples with concrete data.</u></p> <p><u>Bad example:</u> Insufficient managerial capabilities. Subordinates are not motivated. Cooperation among different departments is weak.</p> <p><u>Good example:</u> 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.</p> <p>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>	

<p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 7 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 the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Ability to plan effective training systems that can develop the abilities of subordinates, who can contribute better to team performance 7. 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? Choose from 1 through 7 in the right side column.</p> <p>Have you talked about this matter with your superior?</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Ability to plan effective training systems that can develop the abilities of subordinates, who can contribute better to team performance 7. Others: <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>