



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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

Tel: 81-3-3888-8214 Fax: 81-3-3888-8242, 8264 E-mail: information@aots.or.jp URL: <http://www.aots.or.jp>

December 2006

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

9 - 29 May 2007

Tokyo, 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 Program for Quality Management (PQM) is one of such management training programs, designed to upgrade the capabilities of implementing the quality oriented management system.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants from developing countries

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle to senior managers who are responsible for quality development and management as well as its improvement of their whole organization, with a sufficient knowledge of QC tools such as histogram, pareto diagram, control charts, and so on. (After passing the screening, participants are requested to pass the AOTS Web Based Training Course, titled "Practical Tools for Quality Control-1", so as to confirm the required knowledge level for participation.)
- (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.

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 24 January 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 and Questionnaire
- (6) Overseas Travel Insurance Consent Form

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 8 March 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 24 January 2007, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

-OBJECTIVES

The objectives of the program is 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 and historical background of TQM,
- (2) Know the key success factors of TQM activities in Japanese companies,
- (3) Know the concepts and implementation methods of the major TQM elements, including policy management, daily management, QC circle, quality assurance, and new product development.
- (4) Resolve existing problems by using basic QC techniques and problem solving QC story,
- (5) Achieve tasks by using task-achieving QC story,
- (6) Gain new insights into the roles and responsibilities of managers in TQM activities, and
- (7) Map out practical action plans to promote quality management activities more effectively at their own companies

-DURATION

9 - 29 May 2007 (3 weeks)

-CONTENTS

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

Step 1

Lecturers will explain the framework and characteristics of TQM activities originated in Japan and also acquaint participants with cultural aspects of TQM. On that basis, lecturers will introduce the principles of TQM activities together with the QC problem-solving approach, using basic QC tools and the QC Story.

Step 2

Participants will visit several Japanese companies (some during a study tour) to observe practical examples and application of TQM promotion, from introduction to thorough implementation, quality assurance, QC circles, etc.

Step 3

Participants will be introduced to such topics as quality assurance, process management vs. standardization, daily management vs. policy management task achieving QC story and QFD for new product development. They will also deepen their insight into the role of top management in TQM promotion and leadership.

<Practical group discussions to map out an action plan>

In tandem with Step 1 to 3, participants will hold group discussions (discussion on pre-training reports, mid-course discussions, group presentation, etc.) so that participants can map out their action plans to promote quality management at their own companies. Participants will share their own issues to solve/ improve/ create etc. with other group members and discuss how they should promote TQM at their companies. Furthermore, participants will draft an action plan, which should be designed to suit their own work environment.

Participants should make their plan as practical and concrete/specific as possible. The results of 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. Those should be list up in your application form.

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 4.

-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
Honorary Chairperson, Asian Network for Quality (ANQ)
Chairperson, the Deming Application Prize Committee,
Academician, International Academy for Quality
President, Japan Society for Quality Control (2000 - 2002)

One of the most prominent figures in the TQM field in Japan. 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 by Deming Prize Committee (JUSE), 1997 Deming Lecturer by American Statistical Association (ASA) and 2002 E. Jack Lancaster Medal by American Society for Quality (ASQ).

Mr. Yukihiro Ando
TQM Consultant
Member, the Deming Prize committee member.
Board member, Asian Network for Quality (ANQ).
Board member, Japanese Society of Quality Control (JSQC).
Chairman, International Committee of JSQC.
Honorary Adviser, QC Circle Saitama Section.
Member, ISO/TC176 Committee
Visiting Professor, the Okuma School of Public Management, Waseda University (2004-2005)

He has offered his expertise as a TQM consultant to a large number of companies in both manufacturing and service sectors both at home and abroad, of which 23 companies have been awarded Deming Application Prizes. He has published many books on TQM. He was awarded 1987 and 1997 Nikkei QC Literature Prize.

-TRAINING LOCATION AND ACCOMMODATION

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

AOTS Tokyo Kenshu Center (TKC)

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 6 for further information on accommodation.

Tentative Schedule
of
The Program for Quality Management [PQM]
 9 - 29 May 2007 AOTS Tokyo Kenshu Center

Date	Morning Session	Afternoon Session
8 May. (Tue.)	Arrival in Japan	
9 (Wed.)	Orientation Opening Ceremony	Lecture: Introduction to TQM (1) -Introduction of TQM, managerial strategies and TQM
10 (Thu.)	Lecture: Introduction to TQM (2) -Theory of quality, "attractive quality and must-be quality"	Lecture: Introduction to TQM (3) -Theory of Quality Management incl. Human aspect of TQM, PDCA cycle, QC circles, continuous improvement
11 (Fri.)	Lecture: Problem-Solving with the QC Story (1)(2)	Group Discussion -1
12 (Sat.)	Day off	
13 (Sun.)	Day off	
14 (Mon.)	Lecture/Exercise: Problem-Solving with the QC Story (3)	Lecture/Exercise: Problem-Solving with the QC Story (4)
15 (Tue.)	Lecture/Exercise: Problem-Solving with the QC Story (5)	Lecture: Task Achieving QC Story Group Discussion -2
16 (Wed.)	Lecture: QC Circle	Company Visit: QC Circle
17 (Thu.)	Lecture: Process Control and Standardization	Lecture: Daily Management Group Discussion -3
18 (Fri.)	Lecture: <i>Hoshin Kanri</i> (Policy Management)	Group Discussion -4
19 (Sat.)	Day off	
20 (Sun.)	Day off	
21 (Mon.)	Study Tour	Company Visit: <i>Hoshin Kanri</i>
22 (Tue.)		Company Visit: Corporate Management and TQM
23 (Wed.)		Company Visit: Japanese Industry
24 (Thu.)	Lecture: Quality Assurance	Lecture: QFD and New Product Development
25 (Fri.)	Company Visit: How to promote TQM	
26 (Sat.)	Day off	
27 (Sun.)	Day off	
28 (Mon.)	Group Discussion -5	Lecture: Role of Top Management in TQM
29 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
30 (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.
- (4) Outside of the above course schedule, participants will have the chance to study through the use of WBT.

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:

1) Outline

[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.

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 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

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 ¥1,900 in cash to a participant for the cost of travel between Narita Airport and AOTS Tokyo Kenshu Center (TKC).

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 - Narita/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)
Personal Allowance @ 8,700 x 19 days =	165,300	165,300	(paid in kind)
for the study tour @ 1,200 x 22 days =	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 (Narita Airport - TKC)	1,900	1,900	*[4] (paid in cash)
Total	791,600	726,500	

*[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]	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]	1,900	1,900
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)		
[SUM2]	26,900	26,900
Total =[SUM1]+[SUM2]	118,400	53,300

[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 - Narita/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

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
(1) Allowance Costs			
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)
Personal Allowance @ 8,700 x 19 days =	165,300	165,300	(paid in kind)
for the study tour @ 1,200 x 22 days =	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	318,100	224,600	[A]
(2) Course Implementation Costs (3-week course)	370,000	370,000	
(3) Domestic Travel Allowance (Narita Airport - TKC)	1,900	1,900	*[4] (paid in cash)
Total	690,000	596,500	

*[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] (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)	1,900	1,900
[SUM2]	26,900	26,900
Total =[SUM1]+[SUM2]	146,800	53,300

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	
						MexicoCity	172,900	267,200			
						Monterrey	174,900	270,300			
South Asia	India	Calcutta		89,800	113,700	Africa	Algeria		229,200	554,600	
		Cochin		108,400	137,300		* Uganda		93,300	225,900	
		Chennai		93,500	118,500		Egypt		68,900	137,800	
		Thiruvananthapuram		107,900	148,600		* Ethiopia		95,300	230,700	
		Delhi		96,600	120,300		Ghana		197,900	478,900	
		Hyderabad		107,900	136,600		Cameroon		205,400	497,100	
		Bangalore		102,600	129,900		Kenya		85,600	207,100	
		Mumbai		101,900	132,500		* Zambia		248,400	601,200	
	Ahmedabad		113,600	143,900	Zimbabwe		135,500	260,300			
	Sri Lanka			70,100	112,900		* Sudan		121,600	294,300	
	* Nepal			98,000	142,600		Seychelles		111,300	269,400	
	Pakistan			97,200	135,100		* Senegal		232,000	561,500	
	* Bangladesh			93,500	127,800		* Tanzania		89,800	217,400	
	* Maldives			158,400	230,600		Tunisia		178,700	432,400	
*Bhutan			125,700	183,000	Nigeria		133,000	322,000			
Oceania	Fiji			86,900	216,100	* Madagascar		107,200	259,600		
	Papua New Guinea			130,800	325,100	* Mozambique		102,300	247,700		
	*Samoa			68,100	169,400	Mauritius		54,500	132,000		
	* Vanuatu			103,700	240,000	* Mauritania		144,000	348,600		
						Morocco		265,900	643,500		
Europe	Ukraine			99,700	211,800	South Africa		134,000	241,200		
	Serbia and Montenegro			137,100	221,400	Malawi		156,500	378,700		
	Slovak Republic			134,300	285,500	Iran		95,000	124,700		
	Czech Republic			137,200	304,200	Oman		144,100	199,800		
	Turkey			97,800	142,600	Saudi Arabia		138,000	210,900		
	Hungary			86,000	129,000	Jordan		162,300	225,100		
	Bulgaria			130,300	277,000	Syria		152,800	211,900		
	Poland	Warszawa		122,900	261,200	Bahrain		179,100	248,300		
		Katowice		124,100	263,800	Lebanon		201,400	279,300		
	Macedonia (Former Yugoslav Rep. of)			126,500	268,900						
	Romania	Bucharest		126,500	189,800						
Timisoara		128,700	193,100								

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.

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

Mr. Tetsuji Kawakami, Manager
Scholarship Processing Department
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: tetsuji.kawakami@aots.or.jp

AOTS OVERSEAS OFFICES**1. AOTS Bangkok Office**

(General Manager) Mr. Toshiki Sadatani
 14th Fl. SSP 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

2. AOTS Beijing Office

(General Manager) Mr. Yoshimichi Kataoka
 Beijing Fortune Bldg. Rm.1502, 5-hao,
 Dong-Sanhuan Bei-lu, Chaoyang-qu, Beijing 100004
 Tel: 86-10-6590-8265, 8266
 Fax:86-10-6590-8267
 E-mail: info@aotsbj.org.cn

3. AOTS Jakarta Office

(General Manager) Mr. Hironori Suzuki
 6th Floor,Summitmas I, Jl. Jend.
 Sudirman, Kav. 61-62, Jakarta 12190
 Tel: 62-21-522-6776,6777
 Fax:62-21-522-6661
 E-mail: aotsjkt@aots.or.id

4. AOTS Kuala Lumpur Office

(General Manager) Mr. Masaki Watanabe
 52A, Jalan SS 22/25, Damansara Jaya
 47400, Petaling Jaya, Selangor Darul Ehsan
 Tel: 60-3-7726-7273, 7276
 Fax:60-3-7726-7269
 E-mail: aotskl@tm.net.my

5. AOTS Manila Office

(General Manager) Mr. Osamu Yoshioka
 37th Fl., Robinson's Equitable Tower, ADB Avenue Corner
 Poveda Road, Ortigas Center, Pasig City, Metro Manila
 Tel: 63-2-687-6112~4
 Fax:63-2-687-6115
 E-mail: aots@netasia.net

6. AOTS New Delhi Office

(General Manager) Mr. Mikio Ujiie
 Flat No.1307, 13th Flr., Gopaldas Bhawan,
 28 Barakhamba Road, New Delhi 110001
 Tel: 91-11-2370-4122,2370-4124~4125
 Fax:91-11-2370-4123
 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 (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 vendors' 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>	

<p>9. Possible countermeasures and your roles and responsibilities, in relation to your expectation to the program.</p>		
<p>10. The stage of TQM promotion in your company / organization</p>	<p>Please check (x) as appropriate.</p>	<p>The stage of TQM promotion</p>
		<p>1. Planning to introduce TQM</p>
		<p>2. Under preparation to introduce</p>
		<p>3. Within 2 years after the introduction</p>
		<p>4. More than 2 years after the introduction</p>
		<p>5. Before planning of the introduction of TQM</p>
		<p>6. No plan</p> <p>If you check 1, 2, 3 or 4, please answer the following questions.</p> <p>. What got your company interested in the adoption of TQM?</p> <p>. What is the particular objective of the adoption of TQM?</p> <p>. What is the position of the key person who makes a suggestion for the adoption of TQM?</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			No.	Subject	Comprehension		
		a	b	c			a	b	c
1	QC Seven Tools				31	Design of experiment			
2	Check Sheet				32	Orthogonal array			
3	Histogram				33	Taguchi methods			
4	Cause and Effect Diagram				34	Multi-variate analysis			
5	Pareto diagram				35	Quantification Theory			
6	Scatter diagram				36	Sampling inspection			
7	Stratification				37	MIL 105D			
8	Control Chart				38	AQL			
9	\bar{x} -R control chart, \bar{x} -Rs control chart,				39	FMEA			
10	p chart, pn chart				40	FTA			
11	u chart, c chart				41	Design review			
12	7 Management tools for QC/ New QC 7 tools				42	MTBF/MTTR			
13	Affinity diagram				43	Bath-tub curve			
14	Relation diagram				44	PDCA cycle/SDCA Cycle			
15	Tree diagram				45	SOP/ Work (operation) standard			
16	Matrix diagram				46	Immediate remedy vs Recurrence prevention			
17	Arrow diagram				47	Problem Solving QC Story			
18	PDPC				48	Task Achieving QC Story			
19	Matrix-data analysis				49	TQM			
20	SQC				50	Daily management			
21	Normal distribution				51	Cross Functional management			
22	Standard deviation				52	Policy Management (<i>Hoshin kanri</i>)			
23	3-Sigma rule				53	Quality table/Quality deployment/Quality function deployment			
24	Process capability				54	Quality Cost			
25	Statistical test				55	QC circle			
26	Statistical estimation				56	Theory X, Theory Y			
27	Correlation analysis				57	ISO 9000			
28	Simple-regression analysis				58	ISO 14000			
29	Multiple-regression analysis				59	OSHAS 18000			
30	Analysis of variance				60	Six Sigma			

2. PC Literacy

Please indicate the level of your PC literacy by checking the appropriate boxes.

		Able to use	Need help to use	Not able to use
1	Power Point			
2	Word			
3	Excel			

WBT	Practical Tools for QC	English	
-----	------------------------	---------	---

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

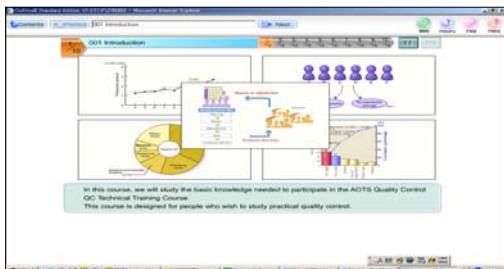
Course period : From one month before the course begins until the end of the course (estimated time to complete the course: 30 hours)

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:

THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP

Training Division, Training Development Department

Tel: 03-3000-8230 Fax: 03-3000-8242

E-mail: mnvtde@aots.or.jp

<http://d-training.aots.or.jp>