



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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December 2005

Program Outline

&

Participation Requirements

of

The Program on Company-Wide Problem Solving

[CWPS]

28 June - 25 July 2006

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 and other regions. The total number of participants in past AOTS training programs amounts to almost 122,000 from about 170 countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries.

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

The Program on Company-Wide Problem Solving (CWPS) is one of such management training programs, designed to provide an opportunity for senior level management in manufacturing companies to upgrade their corporate management capabilities so as to be able to improve the managerial effectiveness and operational performance of the whole organization. In this program, special focus is placed on the theories and practices of company-wide problem-solving methods.

2. *COUNTRY AND NUMBER OF PARTICIPANTS:*

25 participants

3. *PARTICIPATION REQUIREMENTS:*

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior managers responsible for production/factory management in manufacturing companies, etc.
- (2) Participants should be between 25 and 60 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 developing countries or regions.
- (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 countries 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 **no later than 17 March 2006**.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm x 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 of 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) Consent Form of Overseas Travel Insurance

The application documents will be forwarded to the AOTS Screening Committee, which will be held on 11 May 2006, 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 17 March 2006, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

-OBJECTIVE

The objectives of this program are:

- (1) To provide participants with full understanding of the concepts and practices of comprehensive problem solving approaches such as Quality Management, Productive Maintenance, Production Control System, etc., and
- (2) To enhance the participants' capabilities in solving their corporate problems related production at the root cause level.

-KEY BENEFITS

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

- (1) Gain knowledge and skills related to *hoshin kanri* (Policy Management),
- (2) Understand how *hoshin kanri* plays a key role in the comprehensive solution of managerial problems,
- (3) Understand TQM as an effective company-wide problem-solving approach,
- (4) Understand PM as an effective company-wide problem-solving approach,
- (5) Understand TPS (Total Production System) as an effective company-wide problem-solving approach,
- (6) Understand how to effectively integrate TQM, PM, TPS and other managerial methods for the comprehensive solution of managerial problems, and
- (7) Formulate future action plans for improving the managerial effectiveness and operational performance of the whole organization at their own companies by the effective company-wide problem-solving approaches.

-DURATION

28 June - 25 July 2006 (4 weeks)

-PROGRAM DIRECTOR

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

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

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

-CONTENTS

A curriculum designed to assist participants understand the theory and practice of the company-wide problem-solving approach

The course highlights TQM, PM and TPS (Total Production System), all of which are effective company-wide problem-solving approaches. Participants will see the common features among these three systems and their objectives. There will be further discussion on how to apply these systems to the problems and objectives of each participant.

Course Design:

Step 1

One of many often-cited problems is the gap between corporate vision/policy and reality. A powerful answer to this is *hoshin kanri* (Policy Management). Participants will understand how *hoshin kanri* allows effective deployment and implementation of policy as well as how a company-wide problem-solving system works.

Step 2

Lectures and company visits are carefully arranged so that participants will understand how to set the objectives and goals of company-wide problem-solving systems (TQM, PM and TPS).

Step 3

Exercises will enable participants to understand how to integrate the three systems and other managerial methods effectively. Emphasis will be placed on enhancing the participants' capabilities to solve managerial problems at their own companies.

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 on page 4.

-LANGUAGE

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

-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 on page 5 for further information on accommodation.

**Tentative Schedule of
The Program on Company-Wide Problem Solving [CWPS]**

28 June - 25 July 2006 AOTS Chubu Kenshu Center

Date	Morning Session	Afternoon Session	
27 Jun. (Tue.)	(Arrival in Japan)		
28 (Wed.)	Opening Ceremony / Orientation	COMPANY VISIT: Japanese Industries	
29 (Thu.)	Pre-Training Report Presentation		
30 (Fri.)	LECTURE / EXERCISE: Shaping Corporate Vision -1		
1 Jul. (Sat.) 2 (Sun.)	Day off		
3 (Mon.)	LECTURE / EXERCISE: Shaping Corporate Vision -2		
4 (Tue.)	LECTURE: TQM -1 -Objectives, goals, systems and application		
5 (Wed.)	LECTURE: TQM -2	COMPANY VISIT: TQM	
6 (Thu.)	LECTURE: TPS -1 -Objectives, goals and systems		
7 (Fri.)	LECTURE: TPS -2 -Systems and application	COMPANY VISIT: TPS	
8 (Sat.) 9 (Sun.)	Day off		
10 (Mon.)	LECTURE: PM-1 -Concept and practice		
11 (Tue.)	LECTURE: PM-2	COMPANY VISIT: PM	Group Discussion -1
12 (Wed.)	LECTURE: Company-Wide Problem Solving -1 -Common factors of the three systems (TQM, PM and TPS)		Group Discussion -2
13 (Thu.)	STUDY TOUR	COMPANY VISIT: Production Activities at a Japanese Company -1	
14 (Fri.)		COMPANY VISIT: Production Activities at a Japanese Company -2	
15 (Sat.) 16 (Sun.)	Day off		
17 (Mon.)	LECTURE: Company-Wide Problem Solving -2 -Common factors of the three systems (TQM, PM and TPS)	LECTURE: Problem-Solving	
18 Nov. (Tue.)	LECTURE: <i>Hoshin Kanri</i> (Policy Management) and Policy Deployment		
19 (Wed.)	LECTURE / EXERCISE: Small Group Activities		
20 (Thu.)	LECTURE / EXERCISE: Program for Changing Behaviors -1 -Improvement of communication skills, role play		
21 (Fri.)	LECTURE / EXERCISE: Program for Changing Behaviors -2 -Improvement of communication skills, role play		
22 (Sat.) 23 (Sun.)	Day off		
24 (Mon.)	LECTURE: TOC (Theory of Constraints)	COMPANY VISIT: TOC	
25 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony	
26 (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 may be arranged in the evening.

(3) Though Saturday and Sunday 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 Canteen will be 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 2006 (April 1, 2006 – March 31, 2007) 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.

Note: Least among Less Developed Countries (LLDCs) is shown in Table 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 by any reasons other than flight convenience. In such 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 the 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 the 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 is the cost to carry out a 4-week AOTS Management Training Program, is ¥630,000.

(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 ¥204,000 for a 4-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 2006 (April 1, 2006 – March 31, 2007) is subject to change slightly. This estimate is tentative.**

Country: Thailand

International Travel Expenses: Bangkok/Thailand - Chubu/Japan, Roundtrip

Management Training Course: 4-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	83,975	72,525
(2) Contribution to Course Implementation Costs (4-week)	204,000	204,000
(3) Contribution to AOTS's Administration Costs @ 1,800 x 29 days =	52,200	52,200
Total	340,175	328,725

2. Training Costs

(1) Allowance Costs

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	45,800	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 27 days =	234,900	234,900	(paid in kind)
Personal Allowance @ 1,200 x 29 days =	34,800	34,800	*[2] (paid in cash)
for the study tour			
Meal Allowance @ 2,700 x 1 day =	2,700	2,700	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 1 day =	9,800	9,800	*[3] (paid in cash)
Sub Total	335,900	290,100	[A]
(2) Course Implementation Costs (4-week course)	630,000	630,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	968,920	923,120	

*[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]	45,800	0
(2) Personal Allowance *[2]	34,800	34,800
[SUM1]	80,600	34,800
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)	12,500	12,500
(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]	15,520	15,520
Total = [SUM1]+[SUM2]	96,120	50,320

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

*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 2006 (April 1, 2006 – March 31, 2007) is subject to change slightly. This estimate is tentative.**

Country: Bangladesh

International Travel Expenses: Bangladesh - Chubu/Japan, Roundtrip

Management Training Course: 4-week Course

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 (4-week)	204,000	204,000
(3) Contribution to AOTS's Administration Costs @ 1,000 x 29 days =	29,000	29,000
Total	233,000	233,000

2. Training Costs

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
(1) Allowance Costs			
International Travel Expenses	84,300	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 27 days =	234,900	234,900	(paid in kind)
Personal Allowance @ 1,200 x 29 days = for the study tour	34,800	34,800	*[2] (paid in cash)
Meal Allowance @ 2,700 x 1 day =	2,700	2,700	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 1 day =	9,800	9,800	*[3] (paid in cash)
Sub Total	374,400	290,100	[A]
(2) Course Implementation Costs (4-week course)	630,000	630,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	1,007,420	923,120	

*[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]	84,300	0
(2) Personal Allowance *[2]	34,800	34,800
[SUM1]	119,100	34,800
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)	12,500	12,500
(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]	15,520	15,520
Total =[SUM1]+[SUM2]	134,620	50,320

Table 2 Standard Airfare Limits (FY 2005)
(This is tentative and subject to change for FY 2006)

* 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			66,800	77,900	Central and South America	Argentina			178,000	356,000			
	* Cambodia			71,300	91,400		Uruguay			152,500	269,500			
	Thailand	Bangkok		45,800	64,400		Ecuador			146,100	258,200			
		Chiang Mai		48,500	68,200		El Salvador			127,700	225,600			
	Philippines	Cebu	Narita	50,100	70,400		Guatemala			127,700	225,600			
			Kansai	48,200	67,800		Costa Rica			137,300	251,700			
			Chubu	50,100	70,400		Colombia			135,400	316,100			
		Manila	Narita	47,200	66,400		Jamaica			154,300	272,600			
	Kansai		45,400	63,800	Chile			161,800	323,700					
	Chubu		47,200	66,400	Dominican Republic			147,500	260,600					
	Viet Nam			78,200	86,100		Trinidad and Tobago			209,700	370,500			
	Malaysia			58,100	79,400		* Haiti			113,100	199,900			
	* Myanmar			81,000	88,600		Panama			160,200	206,000			
* Laos			58,000	74,300	Paraguay			152,500	269,500					
Northeast Asia	Mongolia	Ulaanbaatar	Narita	101,800	128,300	Barbados			129,600	228,900				
			Kansai	91,200	114,900	Brazil			129,200	228,300				
Middle Asia	Afghanistan			155,200	161,100	Venezuela			166,600	214,200				
	Kazakhstan			166,700	173,000	Peru			148,000	169,200				
	Tajikistan			185,700	192,700	Bolivia			142,500	251,800				
	Uzbekistan	Tashkent	Narita	146,400	151,900	Honduras			127,700	225,600				
Kansai			135,800	140,900	Mexico		Mexico City	163,500	272,500					
South Asia	India	Calcutta		73,400	101,100	Monterrey		165,500	275,800	Algeria		196,000	478,300	
		Cochin		87,900	121,200	* Uganda			76,300	186,200	* Ethiopia		79,500	194,000
		Chennai		76,500	105,400	Ghana			161,700	394,700	Cameroon		159,500	389,300
		Delhi		79,000	105,300	Kenya			77,100	188,300	* Zambia		203,100	495,500
		Hyderabad		86,500	119,200	Zimbabwe			110,800	270,500	* Sudan		91,700	223,800
		Bangalore		82,700	113,900	* Seychelles			89,300	217,900	* Senegal		180,200	439,700
		Mumbai		83,300	120,300	* Tanzania			77,100	188,200	Tunisia		154,300	376,500
	Sri Lanka			51,700	74,700	Nigeria			101,700	248,100	* Madagascar		87,700	213,900
	* Nepal			106,600	149,300	* Mozambique			97,700	238,400	Mauritius		56,600	138,200
	Pakistan			80,700	125,500	* Mauritania			115,000	280,700	Morocco		210,300	513,100
	* Bangladesh			84,300	103,000	South Africa			122,100	146,600	Iran		66,000	94,300
	* Maldives			123,500	172,900	Middle East			Oman			109,800	147,400	
	* Bhutan			98,800	138,400	Saudi Arabia			117,300	157,500	Jordan			128,700
Oceania	* Kiribati			117,500	292,100	Syria			120,800	162,300	Bahrain		136,500	183,300
	* Vanuatu			86,900	216,000	Lebanon			161,400	216,800				
	Papua New Guinea			109,200	271,600									
	Palau			44,300	110,300									
	Fiji			73,000	181,400									
	* Samoa			59,000	146,700									
	Tonga			72,100	179,400									
Europe	Ukraine			89,100	144,000									
	Slovak Republic			106,800	172,600									
	Czech Republic			111,500	180,100									
	Turkey			82,400	95,100									
	Hungary			74,700	112,100									
	Bulgaria			108,900	175,900									
	Poland			94,200	152,200									
	Macedonia			119,800	193,500									
Romania			101,000	163,200										

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. Takeshi Ichikawa, Manager Overseas Administration Department	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan	
	Tel:	81-3-3888-8214
	Fax:	81-3-3888-8242
	E-mail:	Takshi.Ichikawa@aots.or.jp

AOTS OVERSEAS OFFICES

1. AOTS Bangkok Office

(General Manager) Mr. Kazuhisa Ogawa 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
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2. AOTS Beijing Office

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PRE-TRAINING REPORT

- The Program on Company-Wide Problem Solving -
[CWPS]

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

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

7. Any specific targets or objectives in production activities, for instance, for quality, cost, delivery, etc.

8. Most critical **problems** related to production you are now facing, indicating their **causes** and possible **measures** to solve such problems together with limitation factors

<Problems>	<Causes>	<Measures>

9. Your expectations of the program in relation to the described problems