



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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January 2006

**Program Outline
&
Participation Requirements
of
The Executive Program on Corporate Management
[EPCM]**

19 – 30 June 2006

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 122,000 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 Executive Program on Corporate Management (EPCM) was first organized in 1983 to improve the managerial capabilities of corporate executives in developing countries, and the 26th program will be held this year.

2. *NUMBER OF PARTICIPANTS:*

25 participants

3. *PARTICIPATION REQUIREMENTS:*

Participants should have the following qualifications.

- (1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management while specializing in their own functions such as production, marketing, finance and/or human resource management.
- (2) Participants should be between 25 and 60 years of age, with three years or more of business experience.
- (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 countries soon after the completion of the program.

4. *APPLICATION PROCEDURE:*

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **no later than 3 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×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 20 April 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 3 March 2006, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To help participants gain the insights necessary for corporate executives to change and enhance the corporate quality of their companies using cases and examples of Japanese companies, and
- (2) To enhance participants' capabilities as executives through discussions on corporate philosophy and strategy.

- DURATION

19 – 30 June 2006 (2 weeks)

- CONTENTS

A curriculum emphasizing discussions using a unique case method:

One of the characteristics of the course is the inclusion of many participative sessions using a unique case method along with regular lecture sessions. Participants will be divided into several groups to hold discussions on a topic given by a lecturer. The lecturer will introduce case studies on managerial strategies, business development of a company, etc. Then there will be an overall discussion with all course participants and the lecturer. The discussion will offer a great opportunity for participants to exchange their opinions with other members from different countries under the guidance of their lecturer. The effectiveness of this session has been proved by positive evaluations given by past participants.

Course Design

[Step 1]

First, participants will learn about the characteristics of Japanese companies and actual corporate management practices in Japan.

[Step 2]

Participants will learn corporate management via examining various managerial functions in an organization such as production, marketing, finance and personnel management and also deepen their understanding of managerial policy and strategy through lectures and case studies. A three-day study tour will help participants see actual management practices at Japanese companies and offer them chances to exchange their views with Japanese counterparts.

[Step 3]

Participants will deepen their understanding of each other's corporate culture through discussions with lecturers, Japanese business people and among themselves. At the same time, they will confirm their roles as corporate executives in improving their management practices. Participants will present their findings from the program and group discussions, which will lead to their action plan for improving the leadership and management practices at their organizations.

The typical daily schedule consists of a three-hour morning session and a three-hour afternoon session. Some evening sessions may 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.

- PROGRAM DIRECTOR

Dr. Tsuneo Yahagi, Ph.D.

Professor, Graduate School of Business Administration, Keio University

Dr. Yahagi graduated from the Faculty of Engineering of Keio University. After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (Excellence Award), and Ph.D. He established and managed his own venture business as well as ran a small and medium sized enterprise before joining Keio University as associate professor to teach at the Graduate School of Business Administration. He became professor and also served as Dean of the Graduate School of Business Administration before becoming Executive Vice President of Keio University. He has served as an advisor to many governmental agencies and private companies both in Japan and the United States.

He has published many books both in Japan and abroad.

- 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

**Tentative Schedule
of
The Executive Program on Corporate Management [EPCM]**

19 - 30 June 2006 AOTS Tokyo Kenshu Center (TKC)

Date	Morning Session	Afternoon Session
18 Jun. (Sun.)	(Arrival in Japan)	
19 (Mon.)	Orientation Opening Ceremony	KEYNOTE LECTURE: Success Models of Japanese Companies and Their Future Management Issues
20 (Tue.)	CASE STUDY: Personnel Management and Human Resource Development - A lecture and discussion on the Human Resource Management of Japanese companies	
21 (Wed.)	CASE STUDY: Production and Operation Management - Discussion using cases of Japanese manufacturing companies	
22 (Thu.)	COMPANY VISIT: Management Strategy -1	
23 (Fri.)	CASE STUDY: Marketing Strategy	CASE STUDY: Corporate Management and Financial Management
24 (Sat.)	Day off	
25 (Sun.)	Day off	
26 (Mon.)	STUDY TOUR	COMPANY VISIT: Management Strategy -2
27 (Tue.)		COMPANY VISIT: Management Strategy -3
28 (Wed.)		VISIT: Japanese Industries
29 (Thu.)	CASE STUDY: Management Policy and Management Strategy - Discussion on management policy and strategy using cases of companies both in Japan and abroad	
30 (Fri.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
1 Jul. (Sat.)	(Departure from Japan)	

Remarks: (1) The above schedule is subject to change due to 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 2-week AOTS Management Training Program, is ¥370,000.

(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 ¥134,000 for a 2-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: India

**International Travel Expenses: Bangkok/Thailand – Narita/Japan, Roundtrip
Management Training Course: 2-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	45,325	33,875
(2) Contribution to Course Implementation Costs (2-week)	134,000	134,000
(3) Contribution to AOTS's Administration Costs @ 1,800 x 13 days =	23,400	23,400
Total	202,725	191,275

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)
Personal Allowance @ 8,700 x 10 days =	87,000	87,000	(paid in kind)
for the study tour @ 1,200 x 13 days =	15,600	15,600	*[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	181,300	135,500	[A]
(2) Course Implementation Costs (2-week course)	370,000	370,000	
(3) Domestic Travel Allowance (Narita Airport - TKC)	1,900	1,900	*[4] (paid in cash)
Total	553,200	507,400	

*[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

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]	15,600	15,600
[SUM1]	61,400	15,600
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]	88,300	42,500

[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 - Narita/Japan, Roundtrip

Management Training Course: 2-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 (2-week)	134,000	134,000
(3) Contribution to AOTS's Administration Costs @ 1,000 x 13 days =	13,000	13,000
Total	147,000	147,000

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)
Personal Allowance @ 8,700 x 10 days =	87,000	87,000	(paid in kind)
for the study tour @ 1,200 x 13 days =	15,600	15,600	*[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	219,800	135,500	[A]
(2) Course Implementation Costs (2-week course)	370,000	370,000	
(3) Domestic Travel Allowance (Narita Airport - TKC)	1,900	1,900	*[4] (paid in cash)
Total	591,700	507,400	

*[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

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]	15,600	15,600
[SUM1]	99,900	15,600
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]	126,800	42,500

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
				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			
							Monterrey	165,500	275,800			
South Asia	India	Calcutta		73,400	101,100	Africa	Algeria			196,000	478,300	
		Cochin		87,900	121,200		* Uganda			76,300	186,200	
		Chennai		76,500	105,400		Egypt			54,500	120,000	
		Delhi		79,000	105,300		* Ethiopia			79,500	194,000	
		Hyderabad		86,500	119,200		Ghana			161,700	394,700	
		Bangalore		82,700	113,900		Cameroon			159,500	389,300	
		Mumbai		83,300	120,300		Kenya			77,100	188,300	
	Sri Lanka			51,700	74,700		* Zambia			203,100	495,500	
	* Nepal			106,600	149,300		Zimbabwe			110,800	270,500	
	Pakistan			80,700	125,500		* Sudan			91,700	223,800	
	* Bangladesh			84,300	103,000		Seychelles			89,300	217,900	
	* Maldives			123,500	172,900		* Senegal			180,200	439,700	
	* Bhutan			98,800	138,400		* Tanzania			77,100	188,200	
Oceania	* Kiribati			117,500	292,100	Tunisia			154,300	376,500		
	* Vanuatu			86,900	216,000	Nigeria			101,700	248,100		
	Papua New Guinea			109,200	271,600	* Madagascar			87,700	213,900		
	Palau			44,300	110,300	* Mozambique			97,700	238,400		
	Fiji			73,000	181,400	Mauritius			56,600	138,200		
	* Samoa			59,000	146,700	* Mauritania			115,000	280,700		
	Tonga			72,100	179,400	Morocco			210,300	513,100		
						South Africa			122,100	146,600		
Europe	Ukraine			89,100	144,000	Middle East	Iran			66,000	94,300	
	Slovak Republic			106,800	172,600		Oman			109,800	147,400	
	Czech Republic			111,500	180,100		Saudi Arabia			117,300	157,500	
	Turkey			82,400	95,100		Jordan			128,700	172,900	
	Hungary			74,700	112,100		Syria			120,800	162,300	
	Bulgaria			108,900	175,900		Bahrain			136,500	183,300	
	Poland			94,200	152,200		Lebanon			161,400	216,800	
	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

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4. AOTS Kuala Lumpur Office

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7. AOTS Hanoi Office

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Pre-training Report

- The Executive Program on Corporate management -
[EPCM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. 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. Name of your country	
3. Name of your company/ organization	
4. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
5. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	