



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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December 2005

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

14 June - 4 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. 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 Training Course on Solving Human and Organizational Problems (SHOP) is one of such management training programs, designed to enhance the human- and organization-related problem-solving abilities.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors of an organization.
- (2) Participants should be between 25 and 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 the developing countries.
- (7) Participants should not be students or armed forces personnel.

Notes:

- (1) AOTS ex-participants who have recently been awarded an AOTS Scholarship and participated in an AOTS training program in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.
- (2) Family members are not allowed to accompany the participants to Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.

4. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **no later than 17 February 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 6 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 17 February 2006, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

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

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

- DURATION

14 June– 4 July 2006 (3 weeks)

- CONTENTS

A Curriculum focusing on participative exercises (group activities)

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

Working with Operation Standard

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

Team Assessment

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

Program for Changing Behaviors-Theory and Exercise

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

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner. Please refer to the Tentative Schedule on page 4 for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Mr. Noriyuki Murata

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

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

- TRAINING LOCATION AND ACCOMMODATION

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

AOTS Chubu Kenshu Center (CKC)

37-12, Mukaihata, Kaizu-cho, Toyota, Aichi 470-0348, Japan

Tel: 81-565-43-2111 (Reception), Fax: 81-565-43-2101

Please refer to item 6 on page 5 for further information on accommodation.

Tentative Schedule
of
The Training Course on Solving Human and Organizational Problems [SHOP]
14 June – 4 July 2006 AOTS Chubu Kenshu Center

Date	Morning Session	Afternoon Session
13 June (Tue.)	(Arrival in Japan)	
14 (Wed.)	Orientation Opening Ceremony Program Guidance	LECTURE//EXERCISE: Introduction to Action Learning
15 (Thu.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – (1)	
16 (Fri.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – (2)	LECTURE//EXERCISE: Team Assessment - 1 / Group Discussion
17 (Sat.)	Day off	
18 (Sun.)	Day off	
19 (Mon.)	LECTURE//EXERCISE: Team Assessment - 2 / Group Discussion	
20 (Tue.)	Ad Interim Presentation of Group Assignment	
21 (Wed.)	Study Tour	COMPANY VISIT: Vitalization of Work Area and Human Resource Development
22 (Thu.)		COMPANY VISIT: Small Group Activities at a Japanese Company
23 (Fri.)		COMPANY VISIT: In-House Educational Program at a Japanese Company
24 (Sat.)	Day off	
25 (Sun.)	Day off	
26 (Mon.)	LECTURE//EXERCISE: Team Assessment - 3 / Group Discussion	
27 (Tue.)	COMPANY VISIT: To understand Japanese Industry	COMPANY VISIT: Training Curriculum
28 (Wed.)	LECTURE//EXERCISE: Program for Changing Behaviors - 1	
29 (Thu.)	LECTURE Leadership Theory	
30 (Fri.)	COMPANY VISIT: Human Recourse Development	COMPANY VISIT: Kaizen Activities
1 July (Sat.)	Day off	
2 (Sun.)	Day off	
3 (Mon.)	LECTURE//EXERCISE: Program for Changing Behaviors - 2	Preparation for Final Report Presentation
4 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
5 (Wed.)	(Departure from Japan)	

Remarks:

- (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions will be arranged in the evening.
- (3) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

6. ACCOMMODATION:

During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,700 per day with meals (lunch, dinner and breakfast).

Please note that AOTS Kenshu Center 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 3-week AOTS Management Training Program, is ¥500,000.

(3) Domestic Travel Allowance

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

2. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs, Contribution to Course Implementation Costs and Contribution to AOTS's Administration Costs, is the amount participants should bear.

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

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

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

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

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

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

Country: Thailand

International Travel Expenses: Bangkok - Chubu/Japan, Roundtrip

Management Training Course: 3-week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

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

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs [A] x 0.25	67,600	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	271,200	259,750

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 19 days =	165,300	165,300	(paid in kind)
Personal Allowance @ 1,200 x 22 days = for the study tour	26,400	26,400	*[2] (paid in cash)
Meal Allowance @ 2,700 x 2 days =	5,400	5,400	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 2 days =	19,600	19,600	*[3] (paid in cash)
Sub Total	270,400	224,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	773,420	727,620	

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

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

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

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
1) Allowances		
(1) International Travel Expenses subsidy (provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket) *[1]	45,800	0
(2) Personal Allowance *[2]	26,400	26,400
[SUM1]	72,200	26,400
2) Expenses during training course & Transportation		
(1) Allowance for the study tour *[3] (Expenses to be spent for meals and accommodation by the participant during study tour)	25,000	25,000
(2) Domestic Travel Allowance in Japan *[4] (Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)	3,020	3,020
[SUM2]	28,020	28,020
Total =[SUM1]+[SUM2]	100,220	54,420

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

*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 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: 3-week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

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

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

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

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	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 19 days =	165,300	165,300	(paid in kind)
Personal Allowance @ 1,200 x 22 days =	26,400	26,400	*[2] (paid in cash)
for the study tour			
Meal Allowance @ 2,700 x 2 days =	5,400	5,400	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 2 days =	19,600	19,600	*[3] (paid in cash)
Sub Total	308,900	224,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Chubu Airport - CKC)	3,020	3,020	*[4] (paid in cash)
Total	811,920	727,620	

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

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

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

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy
1) Allowances		
(1) International Travel Expenses subsidy (provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket) *[1]	84,300	0
(2) Personal Allowance *[2]	26,400	26,400
[SUM1]	110,700	26,400
2) Expenses during training course & Transportation		
(1) Allowance for the study tour *[3]	25,000	25,000
(Expenses to be spent for meals and accommodation by the participant during study tour)		
(2) Domestic Travel Allowance in Japan *[4]	3,020	3,020
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)		
[SUM2]	28,020	28,020
Total =[SUM1]+[SUM2]	138,720	54,420

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	
		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:

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PRE-TRAINING REPORT

- The Training Course on Solving Human and Organizational Problems -

[SHOP]

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

Notes for items 7 through 11

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

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

- Other lectures/visits

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

1. Your name	
2. Country	
3. Name of company / organization	
4. Outline of your company/ organization (preferably by attaching a brochure of the organization)	
5. Your Position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	
7. Did you wish to participate in this training course, or did your superior tell you to participate?	

<p>8. What are the problems or issues you are now faced with in performing your duties? Please describe the current situation of your problems related to organization/people, <u>giving specific examples with concrete data.</u></p> <p><u>Bad example:</u> Insufficient managerial capabilities. Subordinates are not motivated. Cooperation among different departments is weak.</p> <p><u>Good example:</u> Only 50% of the two-year business innovation plan has been implemented so far. Also, the sales target achievement rate only reaches 70-80% on a monthly basis. The observed failure is attributable to the subordinates' resistance to my policy since I am younger than they are and has I have only recently become a manager.</p> <p>The annual turnover rate among the young employees in their twenties and thirties is as high as 20%. Major reasons are that there is no evaluation system or reward for young and competent employees and that their annual salary is 1/8 – 1/15 of that of senior employees in their forties and fifties due to a seniority-oriented personnel system.</p>	
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<p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 7 in the right side column, choose the most and the next most important ability you think.</p> <p>Specify the reason for your answer.</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Ability to plan effective training systems that can develop the abilities of subordinates, who can contribute better to team performance 7. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>Reasons:</p>
<p>10. What kind of ability does your superior think you should develop through this training course? Choose from 1 through 7 in the right side column.</p> <p>Have you talked about this matter with your superior?</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Ability to plan effective training systems that can develop the abilities of subordinates, who can contribute better to team performance 7. Others: <p>On the above issue, ___ Yes, I have talked with my superior. ___ No, I have not talked with my superior.</p>
<p>11. What are the work targets your superior expects you to achieve after participating of this course? Are these targets clearly specified?</p>	<p>Work targets:</p> <p>Are these targets clearly specified? ___ Yes ___ No</p>