



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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March 2006

**Program Outline
&
Participation Requirements
of
The Program for Innovative Operations Management
[PIOM]**

28 August – 15 September 2006

Yokohama, 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 Program for Innovative Operations Management (PIOM) is one of such management training programs, designed by AOTS to enhance production management capability in the industries of developing countries.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications in addition to meeting the other requirements specified in the AOTS Scholarship Rules and Regulations.

- (1) Participants should be, in principle, middle managers, supervisors, and/or engineers who are responsible for production management on the shop floor.
- (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 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 **no later than 8 May 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 22 June 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 8 May 2006, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to enhance participants' problem-solving and decision-making capabilities as managers by acquainting them with the following:

- (1) Basic *kaizen* (continuous improvement) techniques, and
- (2) Effective production management systems.

- DURATION

28 August – 15 September 2006 (3 weeks)

- CONTENTS

Course Design

Step 1

Participants will be introduced to *kaizen* methods as well as the characteristics of the production management methods used in Japan. Participants will also hold discussions for problem/knowledge sharing among themselves.

Step 2

Participants will learn how they can introduce and promote effective production management at their work sites. Topics covered will be Productive Maintenance (PM), Total Quality Management (TQM), Low Cost Automation, Supply Chain Management (SCM), and so on.

Step 3

Participants will obtain practical experiences through in-plant exercise. They will also acquire the useful communication skill important to production managers. The final presentation will be organized to present the results of the training program and review of program contents.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized.

Course Feature: In-Plant Exercises

An in-plant exercise has been designed to offer a unique opportunity for participants to grasp the comprehensive idea of *kaizen* methods and production management systems for productivity enhancement and to apply them in real-life settings. Participants will be divided into groups and guided by the instructors to observe the shop floor of a selected Japanese company and work out a *kaizen* proposal to improve productivity by applying what they have learnt in the course. The in-plant exercise will be completed with the group report presentation. The report will be submitted to the aforementioned company.

- 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. Seiichi Fujita, Ph.D.

Professor, Graduate School of Asia-Pacific Studies, Waseda University
Kaizen Consultant

Graduating from Keio University, Dr. Fujita received his Ph.D. from the Georgia Institute of Technology. He became associate professor at Nagoya Institute of Technology, and then served as professor at Tennessee Technological University and the School of Management and Informatics, Sanno University. He has greatly contributed to the promotion of *kaizen* management and other production management practices at companies both in Japan and abroad.

Prof. Tatsuyuki Negoro

Chief-Director, Research Institute of Information Technology and Management
Professor, Information Systems & Management School of Commerce and Graduate School of Commerce,
Waseda University

Graduating from Kyoto University, Prof. Negoro received an M.B.A. from the Graduate School of Business Administration of Keio University. After working at a steel manufacturing company, he became a visiting researcher at Hull University in the U.K., and then took up a teaching position at Sanno University and Bunkyo University. He also teaches at the Graduate School of Business Administration of Keio University, and the Graduate School of the Tokyo Institute of Technology. At the same time, he is actively offering his guidance to corporate managers to promote IT management.

- TRAINING LOCATION AND ACCOMMODATION

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

AOTS Yokohama Kenshu Center (YKC)

5-1, Fukuura 1-chome, Kanazawa-ku, Yokohama, Kanagawa 236-0004 Japan

Tel: 81-45-786-1611 (Reception) Fax: 81-45-786-1625

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

Tentative Schedule of The Program for Innovative Operations Management [PIOM]

□□ 28 August – 15 September 2006

AOTS Yokohama Kenshu Center

Date	Morning Session	Afternoon Session
27 Aug. (Sun.)	(Arrival in Japan)	
28 (Mon.)	Orientation Opening Ceremony	Pre-Training Report Presentation
29 (Tue.)	LECTURE: Production Management Methods Used in Japan-1 -Introduction to production management, <i>kaizen</i> activities, application in industry, 5S <i>kaizen</i>	
30 (Wed.)	LECTURE: Production Management Methods Used in Japan-2 -5S <i>kaizen</i> and problems	Company Visit: Production Management Activities at a Japanese Company-1
31 (Thu.)	LECTURE: Production Management Methods Used in Japan-3 - <i>Kaizen</i> in the JIT production system	Company Visit: Production Management Activities at a Japanese Company-2
1 Sep. (Fri.)	LECTURE: TPM -Concept and methodology of PM, introduction and promotion of PM	Company Visit: Productive Maintenance
2 (Sat.)	Day off	
3 (Sun.)	Day off	
4 (Mon.)	LECTURE: Cost Management -Principle of comparison, sunk cost, concept of efficiency	Exercise: Inventory Management
5 (Tue.)	LECTURE: Promotion of TQM and the Role of Managers -Concept and methodology of TQM, introduction and promotion of TQM	
6 (Wed.)	LECTURE: Low Cost Automation -Background, characteristics and principles, introduction and application	
7 (Thu.)	LECTURE: Business Model and Supply Chain Management(SCM)	COMPANY VISIT: Low Cost Automation
8 (Fri.)	LECTURE/EXERCISE: Program for Changing Behaviors (Skills for Managers) -Improvement of communication skills, role play	
9 (Sat.)	Day off	
10 (Sun.)	Day off	
11 (Mon.)	In-Plant Exercise	Introduction to the company, observation of production site, understanding assigned products and processes
12 (Tue.)		Studying the current situation, analysis, working out improvement proposals
13 (Wed.)		Studying the current situation, analysis, working out improvement proposals
14 (Thu.)		Writing report, presentation
15 (Fri.)	Course Summary	Evaluation of the Program Closing Ceremony
16 (Sat.)	(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

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.

Notes:

- (1) **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.**
- (2) **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 in-plant exercise, 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 ¥8,920 in cash to a participant for the cost of travel between Narita Airport and AOTS Yokohama Kenshu Center (YKC).

* The amount of the domestic travel allowance might be slightly changed due to seasonal rates.

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 in-plant exercise (**Each participant is requested to pay the accommodation and meals during the in-plant exercise 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 - 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	65,575	52,150
(2) Contribution to Course Implementation Costs (3-week)	164,000	164,000
(3) Contribution to AOTS's Administration Costs @ 1,800 x 20 days =	36,000	36,000
Total	265,575	252,150

2. Training Costs

(1) Allowance Costs

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	53,700	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 16 days =	139,200	139,200	(paid in kind)
Personal Allowance @ 1,200 x 20 days =	24,000	24,000	*[2] (paid in cash)
for the in-plant exercise			
Meal Allowance @ 2,700 x 3 days =	8,100	8,100	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 3 days =	29,400	29,400	*[3] (paid in cash)
Sub Total	262,300	208,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Narita Airport - YKC)	8,920	8,920	*[4] (paid in cash)
Total	771,220	717,520	

*[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]	53,700	0
(2) Personal Allowance *[2]	24,000	24,000
[SUM1]	77,700	24,000
2) Expenses during training course & Transportation		
(1) Allowance for the in-plant exercise *[3]	37,500	37,500
(Expenses to be spent for meals and accommodation by the participant during in-plant exercise)		
(2) Domestic Travel Allowance in Japan *[4]	8,920	8,920
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)		
[SUM2]	46,420	46,420
Total =[SUM1]+[SUM2]	124,120	70,420

[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 - 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 20 days =	20,000	20,000
Total	184,000	184,000

2. Training Costs

(1) Allowance Costs

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	93,200	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 16 days =	139,200	139,200	(paid in kind)
for the in-plant exercise @ 1,200 x 20 days =	24,000	24,000	*[2] (paid in cash)
Meal Allowance @ 2,700 x 3 days =	8,100	8,100	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 3 days =	29,400	29,400	*[3] (paid in cash)
Sub Total	301,800	208,600	[A]
(2) Course Implementation Costs (3-week course)	500,000	500,000	
(3) Domestic Travel Allowance (Narita Airport - YKC)	8,920	8,920	*[4] (paid in cash)
Total	810,720	717,520	

*[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]	93,200	0
(2) Personal Allowance *[2]	24,000	24,000
[SUM1]	117,200	24,000
2) Expenses during training course & Transportation		
(1) Allowance for the in-plant exercise *[3]	37,500	37,500
(Expenses to be spent for meals and accommodation by the participant during in-plant exercise)		
(2) Domestic Travel Allowance in Japan *[4]	8,920	8,920
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)		
[SUM2]	46,420	46,420
Total = [SUM1] + [SUM2]	163,620	70,420

Table 2 Standard Airfare Limits (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		□	78,400	98,000	Central and South America	Argentina		168,700	295,300	
	* Cambodia			82,500	102,800		Uruguay		164,000	307,100	
	Singapore			48,900	90,800		Ecuador		167,800	314,400	
	Thailand	Bangkok			53,700		76,200	El Salvador		146,600	274,600
		Chiang Mai			56,900		80,700	Guatemala		146,600	274,600
	Philippines	Cebu	Narita		59,000		72,600	Costa Rica		157,700	301,100
			Kansai		56,900		70,000	Colombia		155,600	410,200
			Chubu		58,100		81,700	Jamaica		196,600	368,200
		Manila	Narita		55,600		68,500	Chile		172,300	360,300
			Kansai		52,600		74,100	Dominican Republic		220,200	412,400
	Viet Nam			□	86,500		99,500	Trinidad and Tobago		218,900	410,000
		Malaysia	Kuala Lumpur		73,800		92,000	Nicaragua		160,000	282,600
	Kota Kinabalu				59,200		81,000	* Haiti		217,400	407,100
	* Myanmar				93,800		108,200	Panama		172,000	272,400
* Laos			□ □	69,100	86,100	Paraguay		154,600	289,600		
Northeast Asia	Mongolia	Ulaanbaatar	Narita	109,000	159,600	Barbados		248,700	465,900		
			Kansai	97,700	143,000	Brazil		137,600	220,100		
Middle Asia	* Afghanistan			185,700	201,400	Venezuela		178,900	357,900		
	Kazakhstan			191,900	208,200	Peru		159,000	212,000		
	Uzbekistan	Tashkent	Narita	166,800	180,900	Bolivia		163,700	306,500		
Kansai			154,700	160,500	Honduras		146,600	274,600			
South Asia	India	Calcutta		89,900	113,900	Africa	Mexico	Guadalajara	188,400	314,100	
		Cochin		108,500	137,500			Mexico City	170,700	263,900	
		Chennai		93,700	118,700			Monterrey	172,700	267,000	
		Thiruvananthapuram		108,000	148,800		Algeria		222,900	539,500	
		Delhi		96,800	120,500		* Uganda		91,200	220,800	
		Hyderabad		108,000	136,800		Egypt		66,400	132,800	
		Bangalore		102,700	130,100		* Ethiopia		95,100	230,100	
	Mumbai		102,100	132,700	Ghana			193,500	468,200		
	Sri Lanka			65,800	106,100		Cameroon		195,800	474,000	
	* Nepal			97,700	142,300		Kenya		85,300	206,500	
	Pakistan			91,800	127,500		* Zambia		242,900	587,900	
	* Bangladesh			93,200	127,400		Zimbabwe		132,500	254,500	
	* Maldives			147,700	215,000		* Sudan		104,400	252,800	
* Bhutan			110,300	160,600	Seychelles		106,800	258,500			
Oceania	Fiji			88,100	219,100	* Senegal		221,200	535,400		
	Papua New Guinea			128,700	320,000	* Tanzania		89,600	216,800		
	* Samoa			69,800	173,500	Tunisia		170,900	413,800		
	* Vanuatu			104,800	242,500	Nigeria		112,400	272,200		
						* Madagascar		104,800	253,800		
Europe	Ukraine			96,500	205,100	* Mozambique		107,500	260,100		
	Slovak Republic			124,600	264,800	Mauritius		60,200	145,800		
	Czech Republic			129,000	286,100	* Mauritania		138,400	335,000		
	Turkey			92,300	134,600	Morocco		252,100	610,000		
	Hungary			86,200	129,300	South Africa		151,100	272,100		
	Bulgaria			123,000	261,500	Iran		92,600	121,600		
	Poland			116,800	248,200	Oman		135,300	187,700		
	Macedonia (Former Yugoslav Rep. of)			123,000	261,500	Saudi Arabia		133,600	204,200		
	Romania			123,000	184,600	Jordan		157,200	218,000		
						Syria		142,800	198,000		
					Bahrain		168,300	233,300			
					Lebanon		191,300	265,200			

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
Scholarship Administration Division

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

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AOTS OVERSEAS OFFICES

<p>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</p>	<p>2. AOTS Beijing Office (General Manager) Mr. Yoshimichi Kataoka Beijing Fortune Bldg. Rm.610, 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</p>
<p>3. AOTS Jakarta Office (General Manager) Mr. Hideaki Otani 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@cbn.net.id</p>	<p>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</p>
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– The Program for Innovative Operations Management –
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Please fill out the following items and submit it to AOTS or your sponsor company with the other specified documents. This will be distributed to program coordinators and instructors. This report should be on one page of standard A4 size (approx. 29.7cm x 21cm) and type written.

1. Your name	
2. Your Country	
3. Name of your company/ organization	
4. Major products	
5. Your duties in detail, preferably by attaching an organizational chart indicating your position and company brochure	
6. Most critical problems that you are now facing	