



**THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]**

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**February 2006**

**Program Outline  
&  
Participation Requirements  
of  
The Production Management Training Course  
[PMTC]**

**15 November - 12 December 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 Production Management Training Course (PMTC) is one of such management training programs, designed to improve the *Kaizen* capability for better production management system.

## 2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants

## 3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers, supervisors and/or senior engineers/staff who are engaged in the production control, productivity enhancement and day-to-day operation of factory management at manufacturing companies, etc. Those who are not engaged in actual production management, productivity enhancement activities and factory operation are ineligible for participation.
- (2) Participants should be between 25 and 60 years of age, with one year or more of professional experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English for discussions, presentations, and report writing.
- (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 21 July 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 7 September 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 21 July 2006, AOTS may postpone or cancel this program.

## 5. OUTLINE OF THE PROGRAM:

### - OBJECTIVES

The objectives of the program are:

- (1) To acquaint participants with factory management at the level of workshop operations through exposure to the basic concepts and methods of production management practiced by Japanese companies, and
- (2) To enhance participants to visualize problem areas in their factory operations, design the necessary improvement plans and play a key role in implementing such improvement plans in their respective organizations.

### - DURATION

15 November – 12 December 2006 (4 weeks)

### - CONTENTS

#### *A Curriculum designed for people who play a core role in production management*

Competent production managers would use IE and other production control techniques effectively. They also have to be well versed in management techniques so that comprehensive *kaizen* (continuous improvement) activities can be promoted at the production site. To meet such needs, the course offers a unique curriculum focusing on the following four components:

1. Framework of factory management
2. Effective production management and cost reduction
3. Productivity enhancement and operation control
4. Improvement of inter-personal communication skills

#### *Course Design*

##### *Step 1*

To identify what a problem is, participants will learn a useful step-by-step problem-solving method and gain knowledge of the characteristic production management systems used in Japan.

##### *Step 2*

Lectures and company visits will be arranged to acquaint participants with the theory and practice of various production management systems and *kaizen* techniques.

##### *Step 3*

Participants will deepen their understanding of human aspects of production management through exercises. On the last day of the course, participants will present their action plans to solve their problems related to production management.

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.

- Participants are required to have a sufficient working knowledge of English for discussions, presentations, and report writing.

#### - 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 offering 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 as well as for comprehensive corporate management 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 the comprehensive diagnosis of companies, designing and improving production management systems, operation improvement, factory layout and introduction of the JIT (Just-in-Time) production system.

#### - 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 Production Management Training Course [PMTTC]**

□□ 15 November – 12 December 2006 AOTS Chubu Kenshu Center

Date	Morning Session	Afternoon Session
14 Nov. (Tue.)	(Arrival in Japan)	
15 (Wed.)	Orientation Opening Ceremony	COMPANY VISIT: Production Management at a Japanese Company -1
16 (Thu.)	Pre-Training Report Presentation	
17 (Fri.)	LECTURE: Factory Management System -Factory management, problem identification, basic approach to problem-solving, <i>hoshin kanri</i> (policy management)	
18 (Sat.)/19(Sun.)	Day off	
20 (Mon.)	LECTURE: Problem-Solving	LECTURE: Production Planning and Control -Production management function, different types of production system, production planning and control for each type of production system, shortening lead times
21 (Tue.)	LECTURE: TQM -Concept of TQM, TQM system and quality assurance, TQM promotion plan, organizational administration for TQM	
22 (Wed.)	COMPANY VISIT:TQM	LECTURE: PM -1 -Concept, procedures and important points of PM, small group activities in PM, autonomous maintenance, planned maintenance
23 (Thu.)	LECTURE: PM -2 -Concept, procedures and important points of PM, small group activities in PM, autonomous maintenance, planned maintenance	Group Discussion-1
24 (Fri.)	COMPANY VISIT:TPM	LECTURE: Example of Production System (JIT) -1 -Concept of JIT production system, standardization and <i>kaizen</i> in JIT, <i>kanban</i> , <i>jido-ka</i> (intelligent automation)
25 (Sat.)/26 (Sun.)	Day off	
27 (Mon.)	Study Tour	COMPANY VISIT: Production Management at a Japanese Company-2
27 (Tue.)		COMPANY VISIT: Production Management at a Japanese Company-3
29 (Wed.)		VISIT: Japanese Culture and Society
30 (Thu.)	LECTURE: Example of Production System (JIT) -2 -Concept of JIT production system, standardization and <i>kaizen</i> in JIT, <i>kanban</i> , <i>jido-ka</i> (intelligent automation)	COMPANY VISIT:TPS
1 Dec. (Fri.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-1 -Concept and application of IE and method engineering techniques (Process control, motion study, time study, work sampling, principles of motion economy, etc.)	Group Discussion-2
2(Sat.)/3(Sun.)	Day off	
4 (Mon.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-2 -Exercises on IE and method engineering techniques, <i>kaizen</i> techniques	
5 (Tue.)	LECTURE: Value Analysis (VA) -Function, definition and analysis of products and parts	
6 (Wed.)	LECTURE: BVW(Building Vivid Workshop) -1	
7 (Thu.)	LECTURE: BVW(Building Vivid Workshop) -2□□	
8 (Fri.)	LECTURE/EXERCISE: Program for Changing Behaviors -1 -Theory of changing behavior, improvement of communication skills, role play	
9 (Sat.)/10 (Sun.)	Day off	
11 (Mon.)	LECTURE/EXERCISE: Program for Changing Behaviors -2 -Theory of changing behavior, improvement of communication skills, role play	
12 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
13 (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

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 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	86,900	73,475
(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
<b>Total</b>	<b>343,100</b>	<b>329,675</b>

**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)
Personal Allowance @ 8,700 x 26 days =	226,200	226,200	(paid in kind)
for the study tour @ 1,200 x 29 days =	34,800	34,800	*[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)
<b>Sub Total</b>	<b>347,600</b>	<b>293,900</b>	<b>[A]</b>
(2) Course Implementation Costs (4-week course)	630,000	630,000	
(3) Domestic Travel Allowance (Chubu Int'l Airport - CKC)	3,020	3,020	*[4] (paid in cash)
<b>Total</b>	<b>980,620</b>	<b>926,920</b>	

\*[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]	34,800	34,800
[SUM1]	<b>88,500</b>	<b>34,800</b>
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]	<b>28,020</b>	<b>28,020</b>
<b>Total =[SUM1]+[SUM2]</b>	<b>116,520</b>	<b>62,820</b>



**[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

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

**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)
@ 8,700 x 26 days =	226,200	226,200	(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 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)
<b>Sub Total</b>	<b>387,100</b>	<b>293,900</b>	<b>[A]</b>
(2) Course Implementation Costs (4-week course)	630,000	630,000	
(3) Domestic Travel Allowance (Chubu Int'l Airport - CKC)	3,020	3,020	*[4] (paid in cash)
<b>Total</b>	<b>1,020,120</b>	<b>926,920</b>	

\*[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]	34,800	34,800
[SUM1]	<b>128,000</b>	<b>34,800</b>
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]	<b>28,020</b>	<b>28,020</b>
<b>Total =[SUM1]+[SUM2]</b>	<b>156,020</b>	<b>62,820</b>

**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	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		
Europe	Ukraine			96,500	205,100	* Madagascar		104,800	253,800		
	Slovak Republic			124,600	264,800	* Mozambique		107,500	260,100		
	Czech Republic			129,000	286,100	Mauritius		60,200	145,800		
	Turkey			92,300	134,600	* Mauritania		138,400	335,000		
	Hungary			86,200	129,300	Morocco		252,100	610,000		
	Bulgaria			123,000	261,500	South Africa		151,100	272,100		
	Poland			116,800	248,200	Iran		92,600	121,600		
	Macedonia (Former Yugoslav Rep. of)			123,000	261,500	Oman		135,300	187,700		
	Romania			123,000	184,600	Saudi Arabia		133,600	204,200		
						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**

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### **AOTS OVERSEAS OFFICES**

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<p>3. AOTS Jakarta Office</p> <p>(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</p> <p>(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>
<p>5. AOTS Manila Office</p> <p>(General Manager) Mr. Osamu Yoshioka 37th Fl., Robinson's Equitable Tower, ADB Avenue Corner Poveda Road, Ortigas Center, Pasig City, Metro Manila Tel: 63-2-687-6112~4 Fax:63-2-687-6115 E-mail: aots@netasia.net</p>	<p>6. AOTS New Delhi Office</p> <p>(General Manager) Mr. Mikio Ujiie Flat No.1307, 13th Flr., Gopaldas Bhawan, 28 Barakhamba Road, New Delhi 110001 Tel: 91-11-2370-4122,2370-4124~4125 Fax:91-11-2370-4123 E-mail: aots_del@touchtelindia.net</p>
<p>7. AOTS Hanoi Office</p> <p>(General Manager) Mr. Takayuki Kido □F-04, Prime Center, 53 Quang Trung street, Hai Ba Trung District, Hanoi Tel: 84-4-945-4995 Fax:84-4-945-4996 E-mail: <a href="mailto:info@aots.com.vn">info@aots.com.vn</a></p>	

## PRE-TRAINING REPORT

- The Production Management Training Course -  
[PMTC]

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/Region	
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 4-2. Number of employees 4-3. Annual sales 4-4. Products 4-5. Exporting:Y/N (If yes, list the countries.) 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>	

<p>6. Your duties in detail □(Please list your duties.)</p>	
<p>7. Production management activities currently undertaken at your organization</p> <p>7-1. Inventory planning for finished products</p> <p>7-2. Period/time-span of production planning</p> <p>7-3. Centralized or decentralized control</p> <p>7-4. Designing to own specifications or specifications given by customers</p> <p>7-5. Priority area(s) in production management (e.g., facility maintenance, QC, cost, line-balancing, load management of people and equipment)</p>	

<p>8. Major problems perceived with respect to production management activities together with their conceivable causes (In describing problems, use quantitative terms as much as possible.)</p>	
<p>9. Possible countermeasures and conceivable limitation factors</p>	
<p>10. Your expectations of the course</p>	