



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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

Tel: 81-3-3888-8214 Fax: 81-3-3888-8242, 8264 E-mail: information@aots.or.jp URL: <http://www.aots.or.jp>

March 2007

Program Outline

&

Participation Requirements

of

The Program for Practical Operations Management

[PPOM]

27 August – 14 September 2007

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 129,000 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 Practical Operations Management (PPOM) is one of such management training programs, designed by AOTS to enhance the production management capability of primary and middle managers in the manufacturing companies of developing countries.

2. NUMBER OF PARTICIPANTS:

25 participants

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, primary managers and/or middle managers in manufacturing companies, etc.
- (2) Participants should be between 25 and 60 years of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in 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) 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 **by no later than 11 May 2007**.

- (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 in 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) Overseas Travel Insurance Consent Form

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 21 June 2007, 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 11 May 2007, 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

27 August – 14 September 2007 (3 weeks)

- CONTENTS

Though this training course, participants will learn the production methods that are characteristic in Japan such as the 5S's, *Kaizen*, Visual Control, and Just-in-time; and the devices that are used for introducing an effective production system such as Cost Management, Productive Maintenance, and Low-cost Automation. In the last week, in-plant exercises will be carried out to practically apply the methods of *Kaizen* and production management that will have been learnt through the course.

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 Cost Management, Productive Maintenance, Low-cost Automation, and so on. And, participants will learn some ideas to promote *Kaizen* activities and practical examples of JIT through company visits.

Step 3

In-plant exercises will be carried out to practically apply the methods of *Kaizen* and production management that will have been learnt through the course. 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. Participants are expected to have some group work sessions after dinner, and on Saturdays and Sundays.

Please refer to the Tentative Schedule.

- 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

Dr. Seiichi Fujita, Ph.D.

Professor, Graduate School of Commerce, Waseda University

Graduating from Keio University, Dr. Fujita received his Ph.D. from the Georgia Institute of Technology. He became lecturer at the 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, Waseda University
Professor, 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.

- LOCATION OF THE IN-PLANT EXERCISES (TENTATIVE)

Fujii Corporation

Home Page: <http://www.e-fujii.co.jp/>

Address: 1F Harvester House, 285 Koike, Tsubame, Niigata 959-1276, Japan

ISEKI NIIGATA MFG. Co., Ltd

Home Page: http://iseki.co.jp/iseki_group/nigatasezo/

Address: 3-12-23, Nishi-osaki, Sanjo, Niigata, 955-0033, Japan

- 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 for further information on accommodation.

**Tentative Schedule
of
The Program for Practical Operations Management [PPOM]**

27 August – 14 September 2007 AOTS Yokohama Kenshu Center

Date	Morning Session	Afternoon Session
26 Aug (Sun.)	(Arrival in Japan)	
27 (Mon.)	Orientation Opening Ceremony	LECTURE: Production Management Methods Used in Japan-1 - Introduction to production management, <i>kaizen</i> activities
28 (Tue.)	LECTURE: Production Management Methods Used in Japan-2 - Application in industry, 5S <i>Kaizen</i>	LECTURE: Production Management Methods Used in Japan-3 - 5S <i>Kaizen</i> and related problems
29 (Wed.)	LECTURE: Production Management Methods Used in Japan-4 - Visual management	Company Visit: Production Management Activities at a Japanese Company-1
30 (Thu.)	LECTURE: Production Management Methods Used in Japan-5 - Just in Time Production System	LECTURE and EXERCISE: Inventory Management
31 (Fri.)	LECTURE: Cost Management -Principle of comparison, sunk cost, concept of efficiency	Company Visit: Production Management Activities at a Japanese Company-2
1 Sep (Sat.) 2 Sep (Sun.)	Day Off	
3 (Mon.)	LECTURE: Productive Maintenance (PM) -Concept and methodology of PM, introduction and promotion of PM	
4 (Tue.)	(Study Tour) Company Visit: Productive Maintenance	(Study Tour) Company Visit: <i>Kaizen</i> activities
5 (Wed.)	(Study Tour) Company Visit: Practical examples of Just in Time Production System	
6 (Thu.)	LECTURE: Low Cost Automation -Background, characteristics and principles, introduction and application	
7 (Fri.)	LECTURE: Production Management Methods Used in Japan-6 -Small group activities, effective promotion, examples of activities	Company Visit: Low Cost Automation
8 (Sat.) 9 (Sun.)	Day Off	
10 (Mon.)	In-Plant Exercise (1) -Introduction to the company, Observation of production site, Understanding assigned products and processes	
11 (Tue.)	In-Plant Exercise (2) -Studying the current situation, Analysis, Working out improvement proposals	
12 (Wed.)	In-Plant Exercise (3) -Studying the current situation, Analysis, Working out improvement proposals	
13 (Thu.)	In-Plant Exercise (4) -Writing report, Presentation	
14 (Fri.)	Course Summary	Evaluation of the Program Closing Ceremony
15 (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, and on Saturdays and Sundays.
(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 Canteens are 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 2007 (April 1, 2007 – March 31, 2008) 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 Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2.

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.

** Category 1 is the group of countries that are included in "the Upper Middle Income Countries and Territories", "Lower Middle Income Countries and Territories", and "Other Low Income Countries" listed on the "DAC (Development Co-operation Directorate) list of ODA (Official Development Assistance) Recipients" of the OECD (Organization for Economic Co-operation and Development) and designated as ODA recipients by the Japanese government. Category 2 is the group of countries listed as "Least Developed Countries" on the "DAC list of ODA Recipients." Please refer to Table 3 on page 11.*

2) Breakdown

1. Training Costs

The Training Costs are the total amount of expenses to invite a participant to a 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.
- 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 for any reasons other than flight convenience. In such a 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 an 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 an AOTS Kenshu Center.
- During the study tour and in-plant exercises, 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 change slightly 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 the countries in Category 1 is 25% of the Allowance Costs. The Contribution to Allowance Costs is not set up for the participants from the countries in Category 2.
- (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 the countries in Category 1, and ¥1,000 per day for the participants from the countries in Category 2, 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 and in-plant exercises (**Each participant is requested to pay the accommodation and meals during the study tour and in-plant exercises 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 the country of Category 1
*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 2007 (April 1, 2007 – March 31, 2008) is subject to change slightly. This estimate is tentative.**

Country: Thailand

International Travel Expenses: Thailand - 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	69,375	53,100
(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	269,375	253,100

2. Training Costs

(1) Allowance Costs

	With International Travel Expenses subsidy	Without International Travel Expenses subsidy	
International Travel Expenses	65,100	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 15 days =	130,500	130,500	(paid in kind)
for the study tour and in-plant exercises @ 1,200 x 20 days =	24,000	24,000	*[2] (paid in cash)
Meal Allowance @ 2,700 x 4 days =	10,800	10,800	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 4 days =	39,200	39,200	*[3] (paid in cash)
Sub Total	277,500	212,400	[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	786,420	721,320	

*[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]	65,100	0
(2) Personal Allowance *[2]	24,000	24,000
[SUM1]	89,100	24,000
2) Expenses during training course & Transportation		
(1) Allowance for the study tour and in-plant exercises *[3]	50,000	50,000
(Expenses to be spent for meals and accommodation by the participant during study tour)		
(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]	58,920	58,920
Total = [SUM1]+[SUM2]	148,020	82,920

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

*** The amount and figures of Training Costs and Participation Fee in Fiscal Year 2007 (April 1, 2007 – March 31, 2008) 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	93,500	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 15 days =	130,500	130,500	(paid in kind)
Personal Allowance @ 1,200 x 20 days = for the study tour and in-plant exercises	24,000	24,000	*[2] (paid in cash)
Meal Allowance @ 2,700 x 4 days =	10,800	10,800	*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 4 days =	39,200	39,200	*[3] (paid in cash)
Sub Total	305,900	212,400	[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	814,820	721,320	

*[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]	93,500	0
(2) Personal Allowance *[2]	24,000	24,000
[SUM1]	117,500	24,000
2) Expenses during training course & Transportation		
(1) Allowance for the study tour and in-plant exercises *[3] (Expenses to be spent for meals and accommodation by the participant during study tour)	50,000	50,000
(2) Domestic Travel Allowance in Japan *[4] (Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)	8,920	8,920
[SUM2]	58,920	58,920
Total =[SUM1]+[SUM2]	176,420	82,920

Table 2 Standard Airfare Limits (FY 2007)*** Mark indicates the countries of category 2.**

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			78,600	98,300	Central and South America	Argentina		169,100	296,000	
	* Cambodia			85,200	106,200		Uruguay		180,800	338,700	
	Thailand	Bangkok			65,100		92,400	Ecuador		185,100	346,700
		Chiang Mai			68,900		97,800	El Salvador		161,700	302,900
	Philippines	Cebu	Narita		59,200		72,800	Guatemala		161,700	302,900
			Kansai		57,000		70,200	Costa Rica		173,900	332,100
			Chubu		58,300		82,000	Colombia		171,600	452,500
		Manila	Narita		55,800		68,600	Jamaica		196,900	368,700
			Kansai		52,800		74,300	Chile		190,000	397,400
			Chubu		54,900		77,200	Dominican Republic		203,200	380,600
	Viet Nam			86,800	99,800		Trinidad and Tobago		221,700	415,300	
	Malaysia	Kuala Lumpur			79,300		98,800	Nicaragua		176,400	311,700
		Kota Kinabalu			63,600		87,000	* Haiti		203,200	380,600
* Myanmar			96,800	111,700	Panama		189,800	300,500			
* Laos			71,400	88,900	Paraguay		155,000	290,400			
North east Asia	Mongolia	Ulan Bator	Narita	112,600	164,800	Barbados		221,700	415,300		
			Kansai	100,900	147,700	Brazil		137,900	220,700		
Middle Asia	* Afghanistan			199,200	216,200	Venezuela		197,300	394,700		
	Kazakhstan			211,900	229,900	Peru		175,400	233,800		
	Uzbekistan	Tashkent	Narita	172,200	186,900	Bolivia		180,500	338,100		
Kansai			159,700	165,800	Honduras		161,700	302,900			
South Asia	India	Calcutta		89,800	113,700	Mexico	Guadalajara		190,800	318,100	
		Cochin		108,400	137,300		MexicoCity		172,900	267,200	
		Chennai		93,500	118,500		Monterrey		174,900	270,300	
		Thiruvananthapuram		107,900	148,600	Africa	Algeria		229,200	554,600	
		Delhi		96,600	120,300		* Uganda		93,300	225,900	
		Hyderabad		107,900	136,600		Egypt		68,900	137,800	
		Bangalore		102,600	129,900		* Ethiopia		95,300	230,700	
		Mumbai		101,900	132,500		Ghana		197,900	478,900	
	Ahmedabad		113,600	143,900	Cameroon			205,400	497,100		
	Sri Lanka		70,100	112,900	Kenya			85,600	207,100		
	* Nepal		98,000	142,600	* Zambia			248,400	601,200		
	Pakistan		97,200	135,100	Zimbabwe			135,500	260,300		
	* Bangladesh		93,500	127,800	* Sudan			121,600	294,300		
* Maldives		158,400	230,600	Seychelles			111,300	269,400			
* Bhutan		125,700	183,000	* Senegal			232,000	561,500			
* Tanzania		89,800	217,400	Tunisia			178,700	432,400			
Oceania	Fiji		86,900	216,100	Nigeria		133,000	322,000			
	Papua New Guinea		130,800	325,100	* Madagascar		107,200	259,600			
	* Samoa		68,100	169,400	* Mozambique		102,300	247,700			
	* Vanuatu		103,700	240,000	Mauritius		54,500	132,000			
Europe	Ukraine		99,700	211,800	* Mauritania		144,000	348,600			
	Serbia and Montenegro		137,100	221,400	Morocco		265,900	643,500			
	Slovak Republic		134,300	285,500	South Africa		134,000	241,200			
	Czech Republic		137,200	304,200	* Malawi		156,500	378,700			
	Turkey		97,800	142,600	Middle East	Iran		95,000	124,700		
	Hungary		86,000	129,000		Oman		144,100	199,800		
	Bulgaria		130,300	277,000		Saudi Arabia		138,000	210,900		
	Poland	Warszawa		122,900		261,200	Jordan		162,300	225,100	
		Katowice		124,100		263,800	Syria		152,800	211,900	
	Macedonia (Former Yugoslav Rep. of)		126,500	268,900		Bahrain		179,100	248,300		
	Romania	Bucharest		126,500		189,800	Lebanon		201,400	279,300	
		Timisoara		128,700		193,100					

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.

[Table 3] DAC list of ODA Recipients

Effective from 2006 for reporting on 2005, 2006 and 2007

<i>Category 2*</i>	<i>Category 1*</i>		
Least Developed Countries	Other Low Income Countries (per capita GNI < \$825 in 2004)	Lower Middle Income Countries and Territories (per capita GNI \$826-\$3 255 in 2004)	Upper Middle Income Countries and Territories (per capita GNI \$3 256-\$10 065 in 2004)
Afghanistan	Cameroon	Albania	▪ Anguilla
Angola	Congo, Rep.	Algeria	Antigua and Barbuda
Bangladesh	Côte d'Ivoire	Armenia	Argentina
Benin	Ghana	Azerbaijan	Barbados
Bhutan	India	Belarus	Belize
Burkina Faso	Kenya	Bolivia	Botswana
Burundi	Korea, Dem.Rep.	Bosnia and Herzegovina	Chile
Cambodia	Kyrgyz Rep.	Brazil	Cook Islands
Cape Verde	Moldova	China	Costa Rica
Central African Rep.	Mongolia	Colombia	Croatia
Chad	Nicaragua	Cuba	Dominica
Comoros	Nigeria	Dominican Republic	Gabon
Congo, Dem. Rep.	Pakistan	Ecuador	Grenada
Djibouti	Papua New Guinea	Egypt	Lebanon
Equatorial Guinea	Tajikistan	El Salvador	Libya
Eritrea	Uzbekistan	Fiji	Malaysia
Ethiopia	Viet Nam	Georgia	Mauritius
Gambia	Zimbabwe	Guatemala	▪ Mayotte
Guinea		Guyana	Mexico
Guinea-Bissau		Honduras	▪ Montserrat
Haiti		Indonesia	Nauru
Kiribati		Iran	Oman
Laos		Iraq	Palau
Lesotho		Jamaica	Panama
Liberia		Jordan	Saudi Arabia (1)
Madagascar		Kazakhstan	Seychelles
Malawi		Macedonia, Former Yugoslav Republic of	South Africa
Maldives		Marshall Islands	▪ St. Helena
Mali		Micronesia, Fed. States	St. Kitts-Nevis
Mauritania		Morocco	St. Lucia
Mozambique		Namibia	St. Vincent & Grenadines
Myanmar		Niue	Trinidad & Tobago
Nepal		Palestinian Adm. Areas	Turkey
Niger		Paraguay	▪ Turks & Caicos Islands
Rwanda		Peru	Uruguay
Samoa		Philippines	Venezuela
Sao Tome & Principe		Serbia & Montenegro	
Senegal		Sri Lanka	
Sierra Leone		Suriname	
Solomon Islands		Swaziland	
Somalia		Syria	
Sudan		Thailand	
Tanzania		▪ Tokelau	
Timor-Leste		Tonga	
Togo		Tunisia	
Tuvalu		Turkmenistan	
Uganda		Ukraine	
Vanuatu		▪ Wallis & Futuna	
Yemen			
Zambia			

▪ Territory.

(1) Saudi Arabia passed the high income country threshold in 2004. In accordance with the DAC rules for revision of this List, it will graduate from the List in 2008 if it remains a high income country in 2005 and 2006. Its net ODA receipts from DAC

Members were USD 9.9 million in 2003 and USD 9.0 million (preliminary) in 2004.

"Category 1" and "Category 2" are defined by the AOTS standard as specified on page 5 ().

8. FURTHER INFORMATION:

AOTS HEAD OFFICE

Mr. Tetsuji Kawakami, Manager Scholarship Processing Department Scholarship Administration Division	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan	
	Tel:	81-3-3888-8214
	Fax:	81-3-3888-8242
	e-mail:	tetsuji.kawakami@aots.or.jp

AOTS OVERSEAS OFFICES

1. AOTS Bangkok Office (General Manager) Mr. Toshiki Sadatani 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	2. AOTS Beijing Office (General Manager) Mr. Yoshimichi Kataoka Beijing Fortune Bldg. Rm.1502, 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
3. AOTS Jakarta Office (General Manager) Mr. Hironori Suzuki 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@aots.or.id	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
5. AOTS Manila Office (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	6. AOTS New Delhi Office (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: contact@aotsindia.com
7. AOTS Hanoi Office (General Manager) Mr. Takayuki Kido 6F-04, Prime Center, 53 Quang Trung street, Hai Ba Trung District, Hanoi Tel: 84-4-945-4995 Fax:84-4-945-4996 E-mail: info@aots.com.vn	

PRE-TRAINING REPORT

– The Program for Practical Operations Management –
[PPOM]

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

1. Your name	
2. Your Country	
3. Name of your 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	

Name:

Questionnaire

Level of Comprehension

Level a: You can explain what it is to others. Or you have applied it in your work.

Level b: You know what it is. Or you have learned it at college/university or by yourself.

Level c: You do not know it well. Or you have never heard of it.

Please check (x) as appropriate.

Item		a	b	c	Item		a	b	c
1	<i>Kaizen</i> (Continuous improvement)				26	Cell production			
2	Just-in-time (JIT)				27	Small-lot production			
3	<i>Kanban</i> system				28	Production with the lot size of one			
4	Pull system				29	Multi-model production			
5	<i>JIDOKA</i>				30	Autonomous maintenance			
6	PDCA cycle				31	Breakdown maintenance			
7	<i>Seiri</i>				32	Preventive maintenance			
8	<i>Seiton</i>				33	QC story problem solving			
9	<i>Seiso</i>				34	Control charts			
10	<i>Seiketsu</i>				35	Histogram			
11	<i>Shitsuke</i>				36	Pareto diagram			
12	Visual management				37	Scatter diagram			
13	<i>Poka yoke</i> (fool proof)				38	Check sheet			
14	<i>Muri</i>				39	Stratification			
15	<i>Muda</i> (waste)				40	Cause-and-Effect diagram			
16	<i>Mura</i>								
17	Process analysis								
18	Standard operation								
19	Standard time								
20	Cycle time/ Tact time								
21	Multiple activity chart								
22	Continuous flow processing								
23	Multi-process system								
24	“Single-minute” set up (Set up within 10 minutes)								
25	U-shape line								

*The answers of the questionnaire will be used to arrange the classes and visits. This does not mean that applicants should have sufficient knowledge on the listed items, and neither will participants learn the above contents from the PPOM.