



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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May 2010

Program Outline

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Participation Requirements

of

The Executive Program on Production Management

- Encouraging the Customized Improvement of Production Systems by Learning from TPS -

[EPPM]

6 – 15 October 2010

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 149,000 from about 170 developing countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries. At the request of former participants of AOTS training programs as well as the industrial and business circles in developing countries, and to meet the needs for human resource development in Japanese affiliated companies, AOTS has been organizing various training programs.

The Executive Program on Production Management - Encouraging the Customized Improvement of Production Systems by Learning from TPS - (EPPM) is designed as one of AOTS's flagship courses for all the developing countries to learn business management/administration techniques and their underlying ways of thinking which are characteristics of Japanese companies. It also aims at the participants learning the theories and main techniques of the Toyota Production System (TPS) which is at the leading-edge of the Japanese production system, and considering their own way of improving the production system at their own companies.

2. COUNTRY:

Please refer to [the List of Target countries and Regions](#).

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, company executives who are in the position of making company policies/strategies, production style, etc., of their own companies in the manufacturing sector. Senior managers who play a similar role or are expected to in the future or staff/managers of public organizations and/or business associations, researchers/lecturers of research/education institutes and business consultants who are expected to diffuse what is learned in this program may also be accepted.
- (2) Participants should be between 25 and 60 years of age, with three years or more of business experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries.
- (7) Participants should not be students or armed forces personnel.
- (8) 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.

Notes:

- (1) In the case of Japanese companies and/or companies that have Japanese capital, persons who are engaged in the duties described in the participation requirements are able to participate in this program without regard to their positions.
- (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.
- (5) The number of participants for the same host company or from the same sending company may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **by no later than 26 July 2010**.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet
(AOTS official form: Handwriting shall be avoided.)
- (2) 2 copies of a photo (4 cm×3 cm) (Please write down the applicant's name on the back.)
- (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 date of birth
- (5) Pre-Training Report and Questionnaire
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (AOTS official form)
The applicant himself or herself is required to submit a form bearing his or her own signature. Either in the absence of agreement, or non-submittance, course participation will not be granted.
- (8) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

The formats are readily downloadable at AOTS website.

http://www.aots.or.jp/eng/t_prg_j/management/documents/documents.html

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 2 September 2010, 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 26 July 2010, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of this program is to deepen participants' understanding of the way of thinking behind the "MONOZUKURI", or manufacturing, culture and management policy of Japan's leading car maker, both of which are a source of its competitiveness. The participants will also acquire methods for applying the main components of the Toyota Production System (TPS), which is derived from this corporate culture, and gain a general view of the whole system. The program also aims to have the participants learn the spirit and techniques of Japanese manufacturing and strengthen their own companies by customizing the same for application to their own production systems.

- KEY BENEFITS

- (1) To understand "MONOZUKURI" or manufacturing system of the Japanese automobile industry,
- (2) To have systematic comprehension of TPS, and
- (3) To have participants devise their own improvement plans for their own production systems.

- DURATION

6 – 15 October 2010 (10 days)

- CONTENTS

【Step 1】

Participants will overview the way of thinking of "MONOZUKURI" or manufacturing, and company philosophies/policies which are the source of competitiveness of Japan's leading manufacturer, and understand the functions and importance of its production system (TPS). They will also consider ways to apply the same to the production system at their own companies.

【Step 2】

Participants will gain understanding of the Just-In-Time system, as well as basic knowledge of production planning and control in order to get insights into more effective and efficient production methods, and also the way of Quality, Cost and Delivery (QCD) management through examining how to realize “*JIDOKA*” or autonomation/ automation with a human touch. In addition, they will also learn the actual steps of TPS by practicing them, while gaining understanding of the theories and importance of “*KAIZEN*” or improvement activities underlying TPS.

【Step 3】

Participants will gain understanding of company philosophies/policies, the production systems, and QCD management methods through visiting companies or organizations where TPS is already implemented.

【Step 4】

Participants will examine the philosophies and ideal direction of their own companies, and will also draw up an action plan for improving the production system at their own companies.

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.

- LANGUAGE

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

- PROGRAM DIRECTOR

Mr. Hiromitsu HAYASHIDA Senior Consultant, HIRAYAMA Corporation

Mr. Hayashida worked for many years at Toyota Motor Corporation and was a deputy general manager of its main factory at the time of his retirement. He has rich experience in giving guidance on the Toyota Production System and company wide “*KAIZEN*” to companies in Japan and overseas.

- TRAINING LOCATION AND ACCOMMODATION <To Be Determined>

AOTS Chubu Kenshu Center (CKC)

<http://www.aots.or.jp/eng/about/center/ckc.html>

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 7 for further information on accommodation.

Tentative Schedule
of
The Executive Program on Production Management
- Encouraging the Customized Improvement of Production Systems by Learning from TPS –
[EPPM]

6 – 15 October 2010

AOTS Chubu Kenshu Center < To be determined >

Date	Morning Session	Afternoon Session
5 Oct. (Tue.)	(Arrival in Japan)	
6 (Wed.)	Orientation/Opening Ceremony Lecture: Basic Philosophies of the Toyota Production System (TPS)	Lecture: The Roles of Top Executives - Importance of Company Philosophies/Policies - Plans, and Policy Control
7 (Thu.)	Lecture: Background to the Competitiveness of TPS - The Whole Picture of TPS	
8 (Fri.)	Lecture: Outline of the Major Components of TPS - Management of Quality, Cost and Delivery (QCD) / Method, Material, Machine and Man (4M) - Just-In-Time, “JIDOKA”, “KAIZEN” activities, etc.	
9(Sat.)	Day off	
10(Sun.)	Day off	
11 (Mon.)	Lecture: Midterm Instruction and Points of Company Visits - Improvement of the Production System - Application of TPS and Challenges	Visit: Auto Related Company - Production System and QCD Management Methods
12 (Tue.)	Visit/Exercise: Practical Exercises in TPS - Just-In-Time and “JIDOKA” - Measuring Cycle Time and Setting “Takt” Time - “KAIZEN” Practices by Groups	
13 (Wed.)	Visit: Auto Related Company - Production System and QCD Management Methods	Lecture: Review of Company Visits
14 (Thu.)	Lecture: Steps of Activities for the Application of TPS - Mid/Long-Term and Short Term Plan for Improvement of One’s Production System, and Policy Control - Consideration to Enhancing Applicability - Vitalizing the Workplace - Group Discussions	Preparation for Presentations
15 (Fri.)	Group Work and Presentations - Action Plan on Company Philosophies and the Production System	Evaluation Sessions / 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.

7. ACCOMMODATION: <To Be Determined>

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 ¥8,500 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,500 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.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

8. 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 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.

**Please refer to Table 3 "List of Target Countries and Regions"*

2) Breakdown

1. 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 (2-(1)). 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 ¥134,000 for a 10-day 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.

2. 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

a. 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.
- International travel expenses are provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

b. Accommodation and Meal Allowance

- AOTS will provide a participant with accommodation to the value of ¥8,500 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 ¥7,700 per day with dinner and breakfast at an AOTS Kenshu Center.

c. Personal Allowance

- AOTS will pay ¥800 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 10-day AOTS Management Training Program, is ¥370,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥2,940 in cash to a participant for the cost of travel between Chubu international Airport and AOTS Chubu Kenshu Center (CKC).

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

The following allowances and expenses will be paid in cash as per Table 1 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥800 x staying days)
- (3) Meal Allowance for the study tour/in-plant exercise (**each participant is requested to pay meals during the study tour/in-plant exercise from this Allowance.**)
- (4) Domestic Travel Allowance

[Table 1-1] Estimate of the Participation Fee for the Country of Category 1**Country: Thailand****International Travel Expenses: Bangkok - Chubu /Japan, Roundtrip**
Management Training Course: 10 -day Course**1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0.25	43,800	25,375
(2) Contribution to Course Implementation Costs		134,000	134,000
(3) Contribution to AOTS's Administration Costs	@ 1,800 x 11 days =	19,800	19,800
Total		197,600	179,175

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		73,700	0 [1]
b. Accommodation and Meal Allowances	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
	@ 8,500 x 10 days =	85,000	85,000 (paid in kind)
c. Personal Allowance	@ 800 x 11 days =	8,800	8,800 [2]
Sub Total		175,200	101,500 [A]
(2) Course Implementation Costs		370,000	370,000
(3) Domestic Travel Allowance	(Chubu Airport - CKC)	2,940	2,940 [3]
Total		548,140	474,440

[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

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	73,700	0
(2) Personal Allowance	[2]	8,800	8,800
	[SUM1]	82,500	8,800
(3) Domestic Travel Allowance in Japan	[3]	2,940	2,940
	[SUM2]	2,940	2,940
Total = [SUM1] + [SUM2]		85,440	11,740

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

[Table 1-2] Estimate of the Participation Fee for the Country of Category 2**Country: Bangladesh****International Travel Expenses: Bangladesh - Chubu /Japan, Roundtrip
Management Training Course: 10 -day Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		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		134,000	134,000
(3) Contribution to AOTS's Administration Costs	@ 1,000 x 11 days =	11,000	11,000
Total		145,000	145,000

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		152,300	0 [1]
b. Accommodation and Meal Allowances	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
	@ 8,500 x 10 days =	85,000	85,000 (paid in kind)
c. Personal Allowance	@ 800 x 11 days =	8,800	8,800 [2]
Sub Total		253,800	101,500 [A]
(2) Course Implementation Costs		370,000	370,000
(3) Domestic Travel Allowance (Chubu Airport - CKC)		2,940	2,940 [3]
Total		626,740	474,440

[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

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	152,300	0
(2) Personal Allowance	[2]	8,800	8,800
	[SUM1]	161,100	8,800
(4) Domestic Travel Allowance in Japan	[3]	2,940	2,940
	[SUM2]	2,940	2,940
Total =[SUM1]+[SUM2]		164,040	11,740

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

Table 2 Standard Airfare Limits

A: Total training days are 30 days or less.

* Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	A	Area	Country	Place of Departure	Place of Arrival	A		
Southeast Asia	Indonesia	Jakarta		72,300	Central and South America	Nicaragua				199,500	
		Manado		60,400		* Haiti				217,300	
	* Cambodia					87,800	Panama				214,500
	Singapore					59,200	Paraguay				185,900
	Thailand	Bangkok		73,700		Barbados				328,900	
		Chiang Mai		78,100		Brazil				145,200	
	Philippines	Cebu	Narita			50,300	Venezuela				223,100
			Kansai			48,500	Peru				185,000
			Chubu			49,600	Bolivia				204,100
			Fukuoka			43,700	Honduras				182,800
		Manila	Narita			48,900	Mexico	Guadalajara		233,700	
			Kansai			44,900		Mexico City		189,500	
			Chubu			53,300		Tijuana		122,200	
			Fukuoka			40,400		Mazatlan		214,300	
Davao		Narita	56,900	San Luis Potosi		214,300					
Vietnam				96,100	Monterrey			214,300			
Malaysia	Kuala Lumpur		85,100	Morelia		210,400					
	Kota Kinabalu		68,300	Cancun		211,400					
* Myanmar				99,500	Algeria				194,100		
* Laos				73,500	* Uganda				87,300		
North east Asia	Mongolia	Ulan Bator	Narita		115,900	Egypt				79,100	
			Kansai		103,900	* Ethiopia				125,000	
			Chubu		69,800	Ghana				185,300	
Middle Asia	* Afghanistan			254,300	Cameroon				217,200		
	Uzbekistan	Tashkent	Narita		187,400	Kenya				76,500	
			Kansai		173,800	* Zambia		Lusaka	Narita	209,300	
Kazakhstan			181,800	Ndola		Chubu	236,600				
South Asia	India	Calcutta		109,100	Africa	Zimbabwe				126,900	
		Cochin		117,100		* Sudan				131,200	
		Chennai		108,400		Seychelles				53,000	
		Thiruvananthapuram		117,400		* Senegal				245,300	
		Delhi		117,400		* Tanzania				69,300	
		Hyderabad		106,700		Tunisia				165,700	
		Bangalore		121,200		Nigeria				130,900	
		Mumbai		123,800		* Madagascar				100,400	
		Ahmedabad		153,500		* Mozambique				92,000	
	Coimbatore		114,900	Mauritius				55,000			
	Sri Lanka					66,500	* Mauritania				140,600
	* Nepal					149,100	Morocco				207,300
	Pakistan					96,700	South Africa				120,600
	* Bangladesh					152,300	* Malawi				146,500
* Bhutan				114,600	Libya				50,600		
* Maldives				202,300	Iran				Tehran	86,800	
Oceania	* Samoa			71,300	Tabriz		82,700				
	* Vanuatu			110,100	Oman				111,200		
	Papua New Guinea			143,300	Jordan				153,600		
	Fiji			73,600	Syria				160,400		
Central and South America	Argentina			141,500	Lebanon				190,500		
	Uruguay			153,600	Ukraine				66,300		
	Ecuador			209,300	Serbia				133,100		
	El Salvador			182,800	Montenegro				123,600		
	Guatemala			182,800	Turkey				105,300		
	Costa Rica			196,600	Macedonia (Former Yugoslav Rep. of)				139,600		
	Colombia			193,900	Croatia				122,900		
	Jamaica			217,300							
	Chile			253,900							
	Dominican Republic			217,300							
	Trinidad and Tobago			237,100							

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.**

Visa Acquisition Procedures:

1. **Status of Residence:**

The status required for your training in Japan is "**Trainee.**"

2. **Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. **Notes:**

- a) **A citizen from a country or area participating in a visa waiver program with Japan** shall additionally apply for and obtain a "Trainee" visa.
- b) **A bearer of a visa other than a "Trainee" visa**, e.g., a "temporary visitor" visa or a "multiple" visa shall additionally apply for and obtain a "Trainee" visa. Please bear in mind that **the existing visa will be nullified in exchange for the "Trainee" visa.**
- c) **A bearer of an APEC business travel card (ABTC)** shall additionally apply for and obtain a "Trainee" visa. This is because the purpose of his or her travel is participation in an AOTS training program.
- d) **Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.**

[Table 3] List of Target Countries and Regions (FY 2010)

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

▪ Territory.

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia

*a: Antigua and Barbuda, Barbados, Oman and Trinidad and Tobago will graduate from the List in 2011.

Developing Countries (Category 1): Of the DAC list stipulated by DAC (The DAC List of ODA Recipients Effective from 2009 for reporting on 2008, 2009, 2010), these are developing countries and regions other than the “Least Developed Countries”, and countries and regions that have been recognized by the Japanese government as target countries for ODA.

Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

(1) Administrator of Personally Identifiable Information: General Manager, General Affairs Division,
The Association for Overseas Technical Scholarship (AOTS)

Department in charge: General Affairs Group, General Affairs Div., AOTS

Tel: 81-3-3888-8211 E-mail: kojinjoho@aots.or.jp

(3) Use of Personally Identifiable Information

Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit <http://www.aots.or.jp/eng/privacypolicy.html>.

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PRE-TRAINING REPORT
 The Executive Program on Production Management
 - Encouraging the Customized Improvement of Production Systems by Learning from TPS -
 [EPPM]

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 presentation held during the program.

1. Your name	
2. Name of company/ organization	
3. Outline of your company/organization (preferably by attaching a brochure of the organization)	
4. Main companies/ organizations your company deals with and the relationship between them and your company/organization	
5. Your position (preferably by attaching an organizational chart indicating your position)	

6. Your duties				
7. Current situation of practicing such factory management techniques as shown below in your own company	Please, check (X) as the most appropriate, and specify since when your company has implemented or has been trying to introduce it.			
	<p style="text-align: center;">Already implemented</p> <p style="text-align: center;">(Please specify since when)</p>	<p style="text-align: center;">Not implemented but now trying to <u>with the support of experts, consultants, etc.</u></p> <p style="text-align: center;">(Please specify since when)</p>	<p style="text-align: center;">Not implemented but now trying to <u>only on your own effort</u></p> <p style="text-align: center;">(Please specify since when)</p>	<p style="text-align: center;">Not implemented nor trying to</p>
Just-In-Time				
<i>JIDOKA</i> Autonomation / Automation with a human touch				
5S				
Visual Control				
<i>Kaizen</i> (Continuous Improvement) Activities				

Questionnaire

This questionnaire is not used as a criterion for the selection of participants but to adjust the program to the knowledge level of participants.

1. 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	Just-in-time (JIT)				20	Small-lot production			
2	<i>Kanban</i> system				21	TPM			
3	Production leveling				22	Preventive maintenance			
4	Pull system				23	Maintenance Prevention			
5	Takt time				24	7 major losses			
6	Continuous flow processing				25	Individual Improvement			
7	Multi-process handling				26	Autonomous maintenance			
8	Standardized Operation				27	Planned maintenance			
9	Standard in-process stock				28	Quality maintenance			
10	<i>JIDOKA</i> (Autonomation/ Automation with a human touch)				29	Mean Time Between Failures (MTBF)			
11	5S				30	Mean Time To Repair (MTTR)			
12	Visual control				31	Daily maintenance			
13	<i>Poka yoke</i> (fool proof)				32	Overall Equipment Efficiency (OEE)			
14	<i>Muda</i> (waste)				33	Small Group Activities			
15	Cycle time				34	Cause-Effect Diagrams			
16	<i>Kaizen</i> (Continuous improvement)				35	5 Whys			
17	Liveliness index of transportation				36	Pareto Charts			
18	Production of many models in small quantities				37	Control Charts			
19	SMED(Single Minute Exchange of Die)				38	QC Story			