



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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

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April 2009

Program Outline

&

Participation Requirements

of

The Program on Production Management for Facilitators in India

[INPM]

30 September - 13 October 2009

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 143,000 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 on Production Management for Facilitators in India (INPM) was developed with the aim of cultivating autonomous management ability on the shop floor among middle and senior managers involved in production activities in the Indian manufacturing industry. This program has been designed to increase awareness of quality and productivity among managers and to enable managers to take the initiative in promoting kaizen activities aimed at improving quality and productivity.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

20 participants from India

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle or senior managers and senior engineers involved in production activities in the manufacturing industry in India. They should have at least a year's practical specialist experience in a production-related division, such as the manufacturing division, the production management division or the production engineering division, and should have basic knowledge of production management, such as IE, QC, 5S and visual management.*
- (2) Participants should be between 25 and 55 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 India.
- (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.

* Production manager, plant manager, production engineer, etc.

Notes:

- (1) Family members are not allowed to accompany the participants to Japan.
- (2) 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.
- (3) 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) 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.

4. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **no later than 14 June 2009**.

The application procedures from overseas countries and those from host companies in Japan are different.

[Application from overseas countries]

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm x 3 cm) (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)

AOTS official form is available. **Please click here.**

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

[Application from host companies in Japan]

Please refer to the following page.

[Making a reservation for the Management Training Course](#)

AOTS official form is available. **Please click here.**

<http://www.aots.or.jp/jp/documents/kokunai/index.html>

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 23 July 2009, 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 11 as of 14 June 2009, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is:

To learn the skills necessary to systematically promote *kaizen* activities in your company as a workplace *kaizen* facilitator.

- KEY BENEFITS

- (1) Participants will acquire an understanding of the ways of thinking and techniques (e.g., 5S, visual management, elimination of waste) that are related to workplace *kaizen*, and learn how to introduce and thoroughly establish *kaizen* activities in their companies.
- (2) Participants will learn how to 1) identify major problems from the perspective of their roles in the organization, 2) closely analyze the sources of those problems, 3) create solution proposals, and 4) implement the solutions.
- (3) To grasp the difference between the Japanese manufacturing mind-set and the conventional mind-set at one's own company, and cultivate participants' ability to disseminate the Japanese manufacturing mind-set.

- DURATION

30 September -13 October 2009 (2 weeks)

- CONTENTS

On this course, participants' studies will be based on the following stages, in order to enable them to implement and promote a *kaizen* plan for their own companies after returning home.

The Flow of the Course:

[Stage 1]

In order to make the course more effective, before participants travel to Japan they shall prepare 1) a list of all the issues that exist in their companies and related materials, 2) workplace photos, 3) workplace layout diagrams, and 4) organization chart of his/her company.

Participants shall bring the above materials, in addition to the request sheet for this training program from their superiors, with them to Japan.

[Stage 2]

Through lectures on the ways of thinking and techniques that pertain to Japanese-style production management, participants will acquire an understanding of workplace *kaizen* activities that are common among Japanese companies. The lectures equip participants with the knowledge they need to get the most out of tours of Japanese workplaces. Additionally, by creating presentations covering problems in their own companies and by engaging in group discussions, participants will more clearly understand what knowledge they need to acquire.

[Stage 3]

Participants will take tours of Japanese companies to acquire an understanding of actual *kaizen* activities in manufacturing workplaces. In addition to observing how *kaizen* activities are implemented in the workplace, participants will also learn how managers contribute to the realization of *kaizen* and what types of mechanisms organizations have put in place through discussions with instructors and company staff. After each tour, groups will summarize the knowledge and experience that was acquired and report the lessons learned in final presentations. At the same time, each group will adopt a "theme" based on a problem to be solved; the group will engage in discussions to determine the method for solving the problem, and report the results in a final presentation.

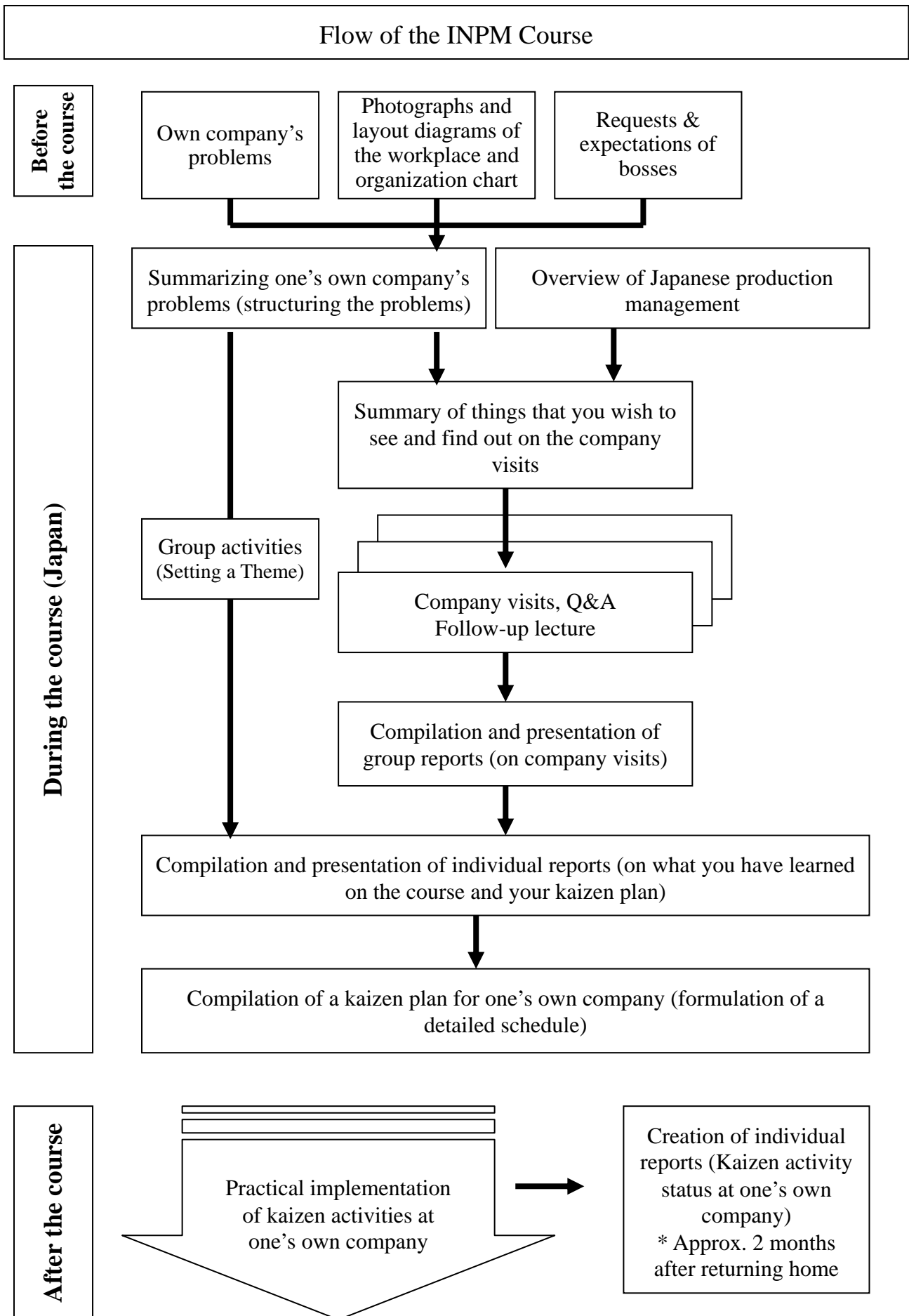
[Stage 4]

On the final day of the program, participants will conduct a presentation of the *kaizen* activity plans (that reflects the things learned during the course of the program) that they will implement after returning home.

[Stage 5]

Within two months of returning home, participants shall create and submit reports on the status of their *Kaizen* activity plan implementation in their companies.

The following is a diagrammatic representation of the flow of the course.



-LANGUAGE

All lectures, discussions and company visits will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

-PROGRAM DIRECTOR

Mr. Norio SUZUKI, Chief Executive Officer, Consulting Bell Office

Mr. SUZUKI graduated from Keio University, Faculty of Science and Technology in 1978. While working for YAMAHA MOTOR CO., LTD., he gave instructions on improvement activities at the production site, IE improvement, and factory improvement in and outside of Japan. Since leaving the company, he has made good use of his experience in his consultant activities, which focus on the improvement of production sites both in Japan and abroad. He has also served as lecturer for AOTS's management training courses, conducted seminars on improvement at the job site organized by the Institute for Small Business Management and Technology, JMA Management Center Inc., The Japan Institute of Industrial Engineering etc.

-TRAINING LOCATION AND ACCOMMODATION

The program will be held at the following AOTS Training Center and cooperating companies/factories.

AOTS Tokyo Kanshu Center (TKC) (To Be Determined)

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

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

Tel: 81-3-3888-8231 (Reception)

Fax: 81-3-3888-0763

6. APPLICATION PROCEDURES & FINANCIAL ARRANGEMENTS:

Please click here

Application from host companies in Japan: [Application Procedures](#) [Financial Arrangements](#)

Application from overseas countries: [Application Procedures](#) [Financial Arrangements](#)

7. 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

(2) 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>

8. COOPERATIVE ORGANIZATION:

AOTS Alumni Society, Delhi

Mr.Man Mohan, President Mr. Rajesh Bhardwaj, General Secretary	405-406, 4th Floor, Siddarath Chambers, Adjacent to Azad Apartments, Behind Hauz Khaz Bus Terminal, Kalu Sarai, Hauz Khas, New Delhi - 110016	
	Tel:	91-11-32951573
	e-mail:	secretariat_aotsalumnisociety@rediffmail.com
	URL:	www.aots-alumni-delhi.org

AOTS Alumni Association of Western India

Mr. Arun Wagle, President Mr. Ravikant Sankhe, Secretary	301 A, India Printing House, 42, G.D.Ambekar Marg, Wadala, Mumbai 400031	
	Tel:	91-22-24161967
	Fax:	91-22-24161947
	E-mail:	aaawi@mtnl.net.in

AOTS Alumni Association, Karnataka Regional Centre

Mr. H. Suresh, President Mr. Muninagappa, Secretary	6G, I Cross, I Phase, Peenya Industrial Area, Bangalore 560 058	
	Tel:	91-80-23722659
	E-mail:	aotsaabangalore@airtelbroadband.in

Alumni Society of AOTS, Kerala Regional Centre (ASAKERALA)

Mr. Joseph Philip, President Mr. Paul Valsan, Secretary	Nippon Kerala Center, Thottakkattukara Jn., Aluva, Kerala 683108	
	Tel:	91-484-2607197
	Fax:	91-484-2604631
	E-mail:	asakerala@sancharnet.in
	URL:	www.asakerala.com

ABK-AOTS Dosokai Tamil Nadu Centre

Mr. G. Chandramohan, President Mr. R. Sundaram, Secretary General	3rd Fl., Chateau D' Ampa, 110 Nelson Manickam Rd., Aminjikarai, Chennai – 600 029	
	Tel:	91-44-23740318
	Tel/Fax:	91-44-23743575
	E-mail:	rangaots@eth.net

A.P. The AOTS Alumni Society - Hyderabad

Mr. R. S. Sreenivas, President Mr. Bhagawan VRS Gorti, Secretary General	2nd floor, IETE Building, University Campus, Jamai Osmania, Hyderabad 500007 Andhra Pradesh	
	Tel:	91-40-23412195
	Tel/Fax:	91-40-23421197
	E-mail:	apaots@hotmail.com

9. FURTHER INFORMATION:

AOTS HEAD OFFICE

Mr. Kazuhiro Ichiura, Manager Scholarship Administration Group (Scholarship Processing)	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan	
	Tel:	81-3-3888-8214
	Fax:	81-3-3888-8242
	e-mail:	shouhei@aots.or.jp

AOTS NEW DELHI OFFICE

Mr. Yasumi Suzuki, General Manager	Flat No.1307, 13th Flr., Gopaldas Bhawan, 28 Barakhamba Road, New Delhi 110001	
	Tel:	91-11-23704122
	Fax:	91-11-23704123
	E-mail:	contact@aotsindia.com

**Tentative Schedule
for**

the Program on Production Management for Facilitators in India [INPM]

30 September – 13 October 2009

AOTS Tokyo Kenshu Center (To Be Determined)

Date	Morning Session	Afternoon Session	Evening Session
29 Sep. (Tue.)	(Arrival in Japan)		
30 (Wed.)	Orientation Opening Ceremony Program Overview	LECTURE: Workplace <i>Kaizen</i> (Improvement) Efforts in Japanese Manufacturing Companies (Overview of Management Techniques) (1)	
1 Oct. (Thu.)	LECTURE: Workplace <i>Kaizen</i> (Improvement) Efforts in Japanese Manufacturing Companies (Overview of Management Techniques) (2)	LECTURE: Workplace <i>Kaizen</i> (Improvement) Efforts in Japanese Manufacturing Companies (Overview of Management Techniques) (3)	/
2 (Fri.)	LECTURE: Organizing Problems that Exist in One's Own Company — Problem Structuring	LECTURE: How to Conduct Case Studies Summary of Important Points of Company Visit	
3(Sat.) 4(Sun.)	Day Off		
5 (Mon.)	Study Tour	Transfer	LECTURE: Company Visit Summary (1) — Company Visit Follow-Up Group Work: — Identification of Positive Points
6 (Tue.)		COMPANY VISIT: Case Studies at Destination Companies (2) Case Study of <i>Kaizen</i> Activities	LECTURE: Company Visit Summary (2) — Company Visit Follow-Up Group Work: — Identification of Positive Points
7 (Wed.)		COMPANY VISIT: Case Studies at Destination Companies (3) Case Study of <i>Kaizen</i> Activities	LECTURE: Company Visit Summary (3) — Company Visit Follow-Up Group Work: — Identification of Positive Points
8 (Thu.)		COMPANY VISIT: Case Studies at Destination Companies (4) Case Study of <i>Kaizen</i> Activities	LECTURE: Company Visit Summary (4) — Company Visit Follow-Up Group Work: — Identification of Positive Points
9 (Fri.)	COMPANY VISIT: Case Studies at Destination Companies (5) Case Study of <i>Kaizen</i> Activities	LECTURE: Company Visit Summary (5) — Company Visit Follow-Up Group Work: — Identification of Positive Points	Group Work
10 (Sat.)	LECTURE: How to Organize Group Reports	LECTURE: Guidance on Group Report Creation	Group Work
11(Sun.)	Day Off		
12 (Mon.)	Group Presentation	LECTURE: Guidance on Individual Report Creation	
13 (Tue.)	Individual Report Presentation - Presentation of <i>Kaizen</i> plans for plants at participants' own companies - Debate and exchange of opinions with other participants - Comments and guidance from the lecturer in charge		Evaluation of the Program Closing Ceremony
14 (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) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

PRE-TRAINING REPORT

**- The Program on Production Management for Facilitators in India-
[INPM]**

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. Region in India	
3. Name of your company/ organization	
4. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
5. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	
7. Present activities for production management in your company/organization	
8. Your expectations of the program in relation to the described problems	

9. List two critical problems you are now facing, indicating their causes and possible countermeasure.

*In particular, please examine critical problems, focusing on the issues of improving productivity and reducing lead times.

(You can attach a separate sheet for this item for your convenience.)

<div style="text-align: center;"> <div style="border: 1px solid black; width: 150px; height: 60px; margin: 0 auto; margin-bottom: 10px;"></div> <p style="margin: 0;">Critical problem</p> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div>	<div style="text-align: center;"> <div style="border: 1px solid black; width: 150px; height: 60px; margin: 0 auto; margin-bottom: 10px;"></div> <p style="margin: 0;">Critical problem</p> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> <div style="width: 30%; border: 1px solid black; height: 60px;"></div> </div>
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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 activities)				23	Time study			
2	5S				24	Standard time			
3	Visual Management (Visual control)				25	Principle of motion economy			
4	<i>Muda</i> (waste)				26	TQM (Total Quality Management)			
5	<i>Poka-yoke</i> (fool proof)				27	SQC (Statistical Quality Control)			
6	TPS (Toyota Production System)				28	PDCA cycle			
7	JIT (Just-In-Time)				29	<i>Hoshin-Kanri</i> (Policy management)			
8	<i>Jidoka</i> (Automation)				30	QC circle (Small group activity)			
9	Pull system				31	Cross-functional management			
10	<i>Kanban</i> system				32	Pareto diagram			
11	<i>Heijunka</i> (Production leveling)				33	Cause-and-Effect diagram			
12	Tact time				34	Histogram			
13	Continuous flow				35	Control charts			
14	One-Piece-Flow (Single-Piece-Flow)				36	Affinity diagram			
15	Multi-process handling				37	Tree diagram			
16	U-shape line				38	ISO9000			
17	Cell production				39	TPM (Total Productive Maintenance)			
18	SMED (Single minute Exchange of Dies)				40	OEE (Overall Equipment Effectiveness)			
19	Standardized Work				41	Six major losses in machinery			
20	<i>Andon</i> Board				42	<i>Jishu-Hozen</i> (Autonomous maintenance)			
21	IE (Industrial Engineering)				43	Preventive maintenance			
22	Flow process chart								