



**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](mailto:information@aots.or.jp) URL: <http://www.aots.or.jp>

**December 2008**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Program for Quality Management**

**[PQM]**

**25 May - 5 June 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 for Quality Management (PQM) 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 to upgrade the participants' capabilities of implementing a quality oriented management system.

## 2. COUNTRY AND NUMBER OF PARTICIPANTS:

25 participants from developing countries

## 3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior managers who are responsible for quality development and management as well as its improvement in their whole organization. Middle managers who are in key positions to promote TQM or expected to play the role above in the future may also be accepted.
- (2) Participants should be between 25 and 55 years of age, with 1 year or more of professional experience in the field of quality control/management.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in developing countries.
- (7) Participants should not be students or armed forces personnel.
- (8) AOTS ex-participants who have recently 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.

## 4. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office by **no later than 27 February 2009**.

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

- (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) (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\\_prgr\\_j/management/application/procedure.html](http://www.aots.or.jp/eng/t_prgr_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 9 April 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 13 as of 27 February 2009, AOTS may postpone or cancel this program.

## 5. OUTLINE OF THE PROGRAM:

### -OBJECTIVES

The objectives of the program are to enable participants to promote TQM (total quality management), which aims to enhance customer satisfaction through improvement of the quality of products and services, by mastering the concept, methodology, and promotion methods of TQM.

### -KEY BENEFITS

By the end of this program, participants will be able to:

- (1) Understand the conceptual framework (including historical background) to TQM,
- (2) Understand the basic theory of quality and management,
- (3) Comprehend the concepts and implementation methods of the major TQM elements, including policy management, daily management, QC circles, quality assurance, quality improvement,
- (4) Comprehend the key success factors of TQM well-doing companies, and
- (5) Gain new insights into the roles and responsibilities of managers in promotion of TQM.

### -DURATION

25 May- 5 June 2009 (2 weeks)

**-CONTENTS**

The curriculum is designed to effectively enhance participants' capabilities to promote TQM, following the steps below.

**【Step 1】**

Lecturers will explain the framework and characteristics of TQM activities originated in Japan and also acquaint participants with cultural aspects of TQM.

**【Step 2】**

Participants will be introduced to the major TQM elements such as management by policy, daily management, quality assurance and quality improvement. Not only through lectures but also through visiting several Japanese companies (some during a study tour) and observing practical examples, they will gain further understanding about the promotion of TQM, from introduction to thorough implementation, and the application of the major TQM elements.

**【Step 3】**

Participants will deepen their insights into the role of top management in TQM promotion and leadership and discuss the human aspects of TQM. As a wrap-up of the course, they will make presentations about their action plans and their own role after going back to their respective companies.

*<Practical group discussions to map out an action plan>*

In tandem with Steps 1 to 3, participants will hold group discussions (discussion of pre-training reports, mid-course discussions, the group presentation, etc.) so that participants can map out their action plans to promote quality management at their own companies. Participants will share their own issues to solve problems/ improve the situation/ create approaches etc., with other group members and discuss how they should promote TQM at their companies. Furthermore, participants will draft an action plan, which should be designed to suit their own work environment. Participants should make their plan as practical and concrete/specific as possible. The results of group discussions will be presented on the last day of the course.

**Note: Participants are requested to bring, any supporting information and data related to their own problems to make discussions more effective and realistic. Those should be list up in your pre-training report.**

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions and special Saturday sessions may also be organized as well as identified above.

Please refer to the Tentative Schedule on page 5.

**-LANGUAGE**

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

**-PROGRAM DIRECTORS**

Dr. Noriaki Kano

Professor Emeritus, Tokyo University of Science

Board Member, Komatsu Co., Ltd.

Corporate Auditor, Sekisui Chemical Co., Ltd.

Honorary Chairperson, Asian Network for Quality (ANQ)

Committee Member, Deming Application Prize

Academician, International Quality Academy

Board Member, Association for Overseas Technical Scholarship (AOTS)

Board Member, Union of Japanese Scientists and Engineers (JUSE)

2004-07 Chairperson of the Deming Application Prize Committee

2000-02 President of the Japan Society for Quality Control

One of the world's most prominent figures in the field of TQM. His numerous research results, such as "House

of TQM", "Attractive Quality and Must-Be Quality (Kano Model)," and "Task Achieving QC Story" have brought him an international reputation. He has published more than 300 research papers and books. He is worldily renown as the founder of "Kano Model." He was awarded 1997 Deming Prize for Individuals, 1997 American Statistical Association (ASA) Deming Lecturer, 2002 American Society for Quality (ASQ) E. Jack Lancaster Medal and 2006 ASQ E. L. Grant Medal.

Mr. Yukihiro Ando

TQM Consultant

Committee Member, Deming Application Prize

Board Member, Asian Network for Quality (ANQ)

Honorary Advisor, Saitama Region QC Circle

Member of the Committee on the Domestic Response to ISO/TC176

Visiting Professor, the Okuma School of Public Management, Waseda University (2004 – 2005)

As a TQM consultant, Mr. Ando has had great success in numerous companies within Japan and overseas, spanning a wide range of industries, from manufacturing industry to the service industry. Of these companies, 23 have received the Deming Application Prize. He has written many books about TQM (including co-authored books and books on which he has been the supervisory editor). In 1987 and 1997, he was awarded the Nikkei QC Literature Prize.

**-TRAINING LOCATION AND ACCOMMODATION <To be determined >**

**AOTS Tokyo Kenshu Center (TKC)**

<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 Department, General Affairs Div., AOTS

Tel: 81-3-3888-8211 e-mail: [kojinjoho@aots.or.jp](mailto: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. FURTHER INFORMATION

## AOTS HEAD OFFICE

Mr. Kazuhiro Ichiura, 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: shouhei@aots.or.jp
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## AOTS OVERSEAS OFFICES /

1. AOTS Bangkok Office / (General Manager) Mr. Mikiharu Taniguchi 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
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2. AOTS Beijing Office / (General Manager) Mr. Hiroyuki Tanaka Beijing Fortune Bldg. Rm.703, 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
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3. AOTS Jakarta Office / (General Manager) Mr. Hironori Suzuki 6th Floor, Summitmas I, Jalan Jend.Sudirman, Kav.61-62, Jakarta 12190 Tel: 62-21-522-6776~7 Fax:62-21-522-6661 E-mail: aotsjkt@aots.or.id
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4. AOTS Kuala Lumpur Office / (General Manager) Mr. Masami Kodaira 52A, Jalan SS22/25, Damansara Jaya 47400 Petaling Jaya, Selangor Darul Ehsan Tel: 60-3-77267273, 77267276 Fax:60-3-77267269 E-mail: info@aotskl.com
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5. AOTS Manila Office / (General Manager) Mr. Osamu Yoshioka 18F Pacific Star Building, Sen.G.Puyat Ave.cor.Makati Ave., Makati City 1200 Tel: 63-2-856-1690~1 Fax:63-2-856-1692 E-mail: aots@pltdsl.net
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6. AOTS New Delhi Office / (General Manager) Mr. Yasumi Suzuki 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
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7. AOTS Hanoi Office / (General Manager) Mr. Hitoshi Kondo 6F-04, Prime Center, 53 Quang Trung Street, Hai Ba Trung District, Hanoi Tel: 84-4-3945-4995 Fax: 84-4-3945-4996 E-mail: info@aots.com.vn h-kondo@aots.com.vn
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**Tentative Schedule**  
**of**  
**The Program for Quality Management [PQM]**  
 25 May– 5 June 2009    AOTS Tokyo Kenshu Center< To be determined >

Date	Morning Session	Afternoon Session	
24 May (Sun.)	Arrival in Japan		
25 (Mon.)	Orientation Opening Ceremony	Lecture: Introduction to TQM (1) -Managerial Strategies and TQM	Group Discussion -1
26 (Tue.)	Lecture: Introduction to TQM (2) -Theory of Quality, "Attractive Quality and Must-be Quality"		Group Discussion -2
27 (Wed.)	Lecture: Introduction to TQM (3) -Theory of Quality Management (PDCA cycle, continuous improvement)		
28 (Thu.)	Company Visit: Example of TQM Promotion		Group Discussion -3
29 (Fri.)	Lecture: TQM Vehicles (1) (Management by Policy, Daily Management, QC Circles)		Group Discussion -4
30 (Sat.)	Lecture: TQM Vehicles (2) (Management by Policy, Daily Management, QC Circles)		Group Discussion -5
31 (Sun.)	Day off		
1 June (Mon.)	Lecture: Quality Assurance		Group Discussion -6
2 (Tue.)	Study Tour	Company Visit: Example of Management by Policy	
3 (Wed.)		Company Visit: Example of QC Circle Activities	
4 (Thu.)	Lecture: The Role of Managers in Promoting TQM	Lecture: The Human Aspects of TQM	Group Discussion -7
5 (Fri.)	Final Report Presentation	Evaluation of the Program Closing Ceremony	
6 (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.

**PRE-TRAINING REPORT**  
**- The Program for Quality Management-**  
**[PQM]**

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. Country	
3. Name of your company / organization	
4. Outline of your organization  (preferably by attaching a brochure of the organization)  4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products/Services	
5. Your position and name of your department  (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Present managerial activities for quality improvement in your organization</p>	
<p>8. Most critical issues* you are now facing in your quality management activities, indicating their causes from your viewpoint</p> <p>*</p> <p><b><u>a) Issues to be solved/Improved/Created etc./ What you want to realize in your organization.</u></b></p> <p>e.g.</p> <ul style="list-style-type: none"> <li>Reduce complaints/claims</li> <li>Reduce defectives/ reworks</li> <li>Shorten new products development periods</li> <li>Reduce reworks in New product developments</li> <li>Reduce variation in a characteristics of +++</li> <li>Reduce rejects in incoming inspection/ Improve venders' quality</li> <li>Improve training system.</li> <li>Improve on time delivery.</li> <li>Improve stability of a process.</li> <li>Activate QC Circles</li> </ul> <p><b><u>b) List of any supporting information and data related to your own issues that you will bring to this course.</u></b></p>	



Name \_\_\_\_\_

## Questionnaire

### 1. Level of Comprehension for Quality Management

Please indicate the level of your comprehension by checking the appropriate boxes.

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

**Level b** : You know what it is. Or you have ever learned it in school or by yourself.

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

No.	Subject	Comprehension			No.	Subject	Comprehension		
		a	b	c			a	b	c
1	QC Seven Tools				31	Design of experiment			
2	Check Sheet				32	Orthogonal array			
3	Histogram				33	Taguchi methods			
4	Cause and Effect Diagram				34	Multi-variate analysis			
5	Pareto diagram				35	Quantification Theory			
6	Scatter diagram				36	Sampling inspection			
7	Stratification				37	MIL 105D			
8	Control Chart				38	AQL			
9	$\bar{x}$ -R control chart, $\bar{x}$ -Rs control chart,				39	FMEA			
10	p chart, pn chart				40	FTA			
11	u chart, c chart				41	Design review			
12	7 Management tools for QC/ New QC 7 tools				42	MTBF/MTTR			
13	Affinity diagram				43	Bath-tub curve			
14	Relation diagram				44	PDCA cycle/SDCA Cycle			
15	Tree diagram				45	SOP/ Work (operation) standard			
16	Matrix diagram				46	Immediate remedy vs Recurrence prevention			
17	Arrow diagram				47	Problem Solving QC Story			
18	PDPC				48	Task Achieving QC Story			
19	Matrix-data analysis				49	TQM			
20	SQC				50	Daily management			
21	Normal distribution				51	Cross Functional management			
22	Standard deviation				52	Policy Management ( <i>Hoshin kanri</i> )			
23	3-Sigma rule				53	Quality table/Quality deployment/Quality function deployment			
24	Process capability				54	Quality Cost			
25	Statistical test				55	QC circle			
26	Statistical estimation				56	Theory X, Theory Y			
27	Correlation analysis				57	ISO 9000			
28	Simple-regression analysis				58	ISO 14000			
29	Multiple-regression analysis				59	OSHAS 18000			
30	Analysis of variance				60	Six Sigma			

### 2. PC Literacy

Please indicate the level of your PC literacy by checking the appropriate boxes.

		Able to use	Need help to use	Not able to use
1	Power Point			
2	Word			
3	Excel			