



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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June 2009

Program Outline

&

Participation Requirements

of

The Program for Quality Problem Solving

[PQPS]

25 November – 8 December 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 Problem Solving (PQPS) 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, all of which are characteristics of Japanese companies. It also aims to strengthen and improve the problem-solving abilities of managers of companies in developing countries, with a view to improving quality.

2. CONTRY AND NUMBER OF PARTICIPANTS

30 participants from developing countries

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors in the manufacturing industry, who wish to acquire practical knowledge of techniques for improving quality and resolving important problems (people who are beginners in the field of quality problem solving, or who have little experience in this field, or who wish to acquire leadership ability).
- (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 be healthy enough to undergo an intensive training program in Japan.
- (5) Participants should be able to understand lectures, engage in discussions, give presentations and formulate reports in English.
- (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 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. However, this will not apply where a Japanese host company plans specialized technical training after the end of this course and obtains approval from AOTS for this.
- (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 24 August 2009.**

- (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) Overseas Travel Insurance Consent Form
- (6) Pre-Training Report and Readiness Test Answer Sheets
- (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 8 October 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 16 as of 24 August 2009, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

- (1) Through lectures and case studies focusing mainly on practical understanding of each step in QC stories, the program seeks to ensure that participants master approaches to and ways of utilizing QC problem solving methods, which are particularly important in TQM.
- (2) The program seeks to ensure that participants improve their own ability to resolve quality problems in their workplaces.
- (3) The program aims to improve the ability of participants to lead and promote problem-solving activities in their workplaces.

- DURATION

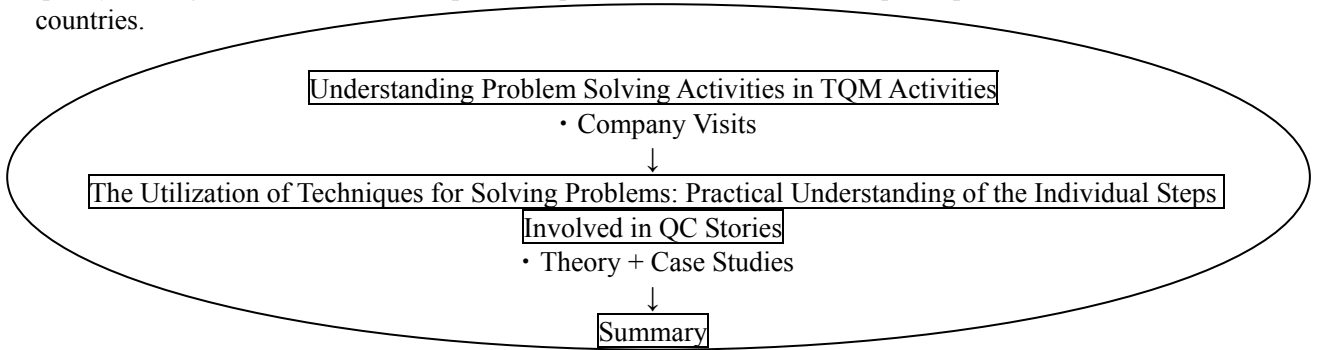
25 November – 8 December 2009 (2 weeks)

- CONTENTS

Participants will develop a general understanding of TQM in Japan and the quality problem solving techniques that fulfill an important role therein. Furthermore, participants will intensively study techniques for solving problems relating to quality, focusing on developing a practical understanding of each step involved in QC stories.

In particular, with regard to the individual steps in QC stories, participants will gain theoretical knowledge from the lectures in the morning, and will then learn how to put that theory into practice through case studies in the afternoon. Moreover, participants will visit Japanese companies that are practicing excellent quality activities, to learn about examples of those activities. This curriculum focuses on “what should I do and how should I do it”, based on the positions of both managers and staff involved in the promotion of TQM and

quality management, so it can be put into practice immediately after participants return to their home countries.



The course will usually consist of three hours in the morning and three hours in the afternoon. Group discussions may take place after dinner.

Please see the draft timetable for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

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)
 President, Japan Society for Quality Control (2000 - 2002)
 Chairperson, The Deming Application Prize Committee (2004 – 2007)

Dr. Kano is one of the most prominent figures in the TQM field in Japan. His numerous research results, such as “The House of TQM”, “Attractive Quality and Must-Be Quality (Kano Model)”, and “The Task Achieving QC Story” have brought him an international reputation. He has published more than 300 research papers and books. He is renowned throughout the world as the founder of the “Kano Model.” He was awarded the 1997 Deming Prize for Individuals by the Deming Prize Committee (JUSE), the 1997 Deming Lecturer by the American Statistical Association (ASA) and the 2002 E. Jack Lancaster Medal and the 2006 E. L. Grant Medal by the American Society for Quality (ASQ).

- SENIOR LECTURER

Mr. Yukihiro Ando
 TQM Consultant
 Lead Examiner, the Deming Prize Committee
 Chairman, International Committee of the Japanese Society of Quality Control (JSQC)
 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)

Mr. Yukihiro Ando has been offering his expertise as a TQM consultant for many years to a large number of companies in both manufacturing and service sectors both at home and abroad, of which 25 companies have been awarded the Deming Application Prizes. As well as serving as coordinator of the “AOTS Program for Quality Management” (PQM) for many years, he is a lecturer for quality management seminars held by organizations such as the Union of Japanese Scientists and Engineers, and has established a reputation as a

lecturer who gives practical, enjoyable lectures. He has published many books on TQM. He was awarded the 1987 and 1997 Nikkei QC Literature Prizes.

- COURSE PLANNING COMMITTEE

Mr. Yoshihisa Matsuda	Registered Consulting Engineer (Quality Management) Lecturer, Tokyo University of Science, Otsuma Women's University Advisor of QC Circle Headquarters
Dr. Masahiko Munechika	Professor, Faculty of Science and Engineering, Associate Dean, School of Creative Science and Engineering, Waseda University
Dr. Kazuyuki Suzuki	Professor, Department of Social Intelligence and Informatics, Graduate School of Information Systems, the University of Electro-Communications
Dr. Tomomichi Suzuki	Associate Professor, Department of Industrial Administration, Faculty of Science and Technology, Tokyo University of Science
Dr. Hiroe Tsubaki	Director and Professor of Risk Analysis Research Center, the Institute of Statistical Mathematics, Research Organization of Information and Systems
Dr. Satoko Tsuru	Professor, Healthcare Social System Engineering Laboratory, School of Engineering, the University of Tokyo

- 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 Group, General Affairs Div., AOTS

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

(1) 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 Group
(Scholarship Processing)
Scholarship Administration Division

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AOTS OVERSEAS OFFICES /

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7. AOTS Hanoi Office /

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Tentative Schedule of The Program for Quality Problem Solving [PQPS]

25 November - 8 December 2009

AOTS Tokyo Kenshu Center<To Be Determined>

	Morning Session		Afternoon Session	
25 Nov. (Wed.)	Orientation Opening Ceremony	LECTURE: Introduction to TQM The Importance of Problem Solving Activities	LECTURE: “Understanding the Current Situation” and Techniques for This (1) How to Read and Draw a Histogram	
26 (Thu.)	LECTURE: Approaches to and Ways of Implementing Problem Solving Exercise (Individual Exercise and Group Exercise)			
27 (Fri.)	LECTURE: “Understanding the Current Situation” and Techniques for This (2) -How to Draw a Control Chart		LECTURE: “Understanding the Current Situation” and Techniques for This (2) -Control Charts (Time Series Graphs) Exercise / Case Study: -Histograms + Control Charts	
28 (Sat.)	Day Off			
29 (Sun.)	Day Off			
30 (Mon.)	LECTURE: “Understanding the Current Situation” and Techniques for This (3) -Check Sheets and Pareto Diagrams		LECTURE: “Analysis” and Techniques for This (1) -Cause-and-Effect Diagrams “Standardization” and Techniques for This	
1 Dec. (Tue.)	COMPANY VISIT 1: Improvement Activities Through QC Circles Promoting QC Circle Activities			
2 (Wed.)	LECTURE: “Analysis” and Techniques for This (2) -How to Draw a Scatter Diagram -Scatter Diagrams and Stratification		LECTURE: “Analysis” and Techniques for This (3) -Regression analysis	
3 (Thu.)	Case Study / Thematic Research: Comprehensive Exercise Using Histograms, Control Charts and Scatter Diagrams			
4 (Fri.)	COMPANY VISIT 2: Problem Solving Case Study			
5 (Sat.)	Day Off			
6 (Sun.)	Day Off			
7 (Mon.)	Test of Level of Understanding	Comprehensive Case Study		
8 (Tue.)	Comprehensive Case Study Group Discussion & Presentation General Questions Regarding Problem Solving Activities		Special Lecture: “Quality Management” Training Evaluation Session and Closing Ceremony	

Remarks:

- 1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- 2) Participants may be required to complete homework or engage in group discussions in the evenings.
- 3) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.
- 4) Participants can engage in voluntary study outside of the aforementioned classes, using the AOTS web-based training facility.

PRE-TRAINING REPORT

- The Program for Quality Problem Solving
[PQPS]

Please fill in the following items using a personal computer or typewriter, or by handwriting in block letters. AOTS will duplicate and distribute it to lecturers and other participants as part of the reference materials for the group discussion and presentations to be held during the program.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and department (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	
7. Describe the most critical problems that you are now facing in your quality improvement activities, indicating their suspected causes from your viewpoint	

READINESS TEST

In order to participate in the PQPS course and correctly understand its content, a basic knowledge of statistics and the fundamental concepts of quality control are required. This readiness test is to estimate such knowledge and will be used as part of the reference materials for the screening. Please read the following sentences carefully and circle the right answer on the answer sheet. (If you cannot achieve a score of at least 70% on this test, it will be difficult for you to understand the content of the course or to benefit from its full effects.)

Question 1 : CONCEPT

Please answer "C" (Correct) if the statement is correct, or "F" (Fault) if it is incorrect.

- (1) "Quality assurance" means satisfying customers with "free repairs" or "change to a new one" when a customer complains.
- (2) In order to avoid customer complaints about defective products, it is necessary for a company to implement 100% inspection.
- (3) PDCA is a profound principle in TQM and stands for "Please Don't Change Anything."
- (4) In Total Quality Management (TQM), quality representing the function of a product as well as the quality of service and other areas must be considered.
- (5) TQM activities are executed at production sections and are thus not the concern of the sales or administrative sections.
- (6) In TQM, quality is the main focus—as such, delivery, cost, and other economic factors are of no concern.
- (7) As QC Circle activities are autonomous activities, they must be done outside of working hours and the company doesn't need to pay for them.
- (8) The person in charge of the "QC Program" should be the Quality Control Manager and not the Factory Manager.
- (9) Past data are not useful in the problem-solving process.
- (10) All factual information, even that which is not numerically expressible, like linguistic data, is potentially useful data in the problem-solving process.

Question 2: Ability to Draw Up Diagrams

The following table is a computation table used when drawing up a Pareto Diagram. Please select the correct numbers in cells (1) – (5) in the table.

Data Sheet for Pareto Diagram

Type of Defect	Number of Defects	Cumulative Total	Percentage of Overall Total	Cumulative Percentage
A	72	72	36	36
B	38	110	19	55
C	26	136	(1)	68
D	14	150	(2)	(3)
E	10	(4)	5	(5)
Others	40	200	20	100
Total	200	200	100	100

[a:7 b:13 c: 75 d:80 e: 160 f:165]

Question 3 : Basic Computational Ability (Control Chart)

Please calculate the following and select the right answer.

$$1) \frac{(13.42 + 13.62 + 13.66 + 13.48 + 13.52 + 13.57) \div 7}{=} =$$

$$2) \frac{2.523 + 0.005 \times \frac{30}{90}}{=} =$$

$$3) \frac{\frac{1}{100^2} (1917 - \frac{1}{7} \times 103^2)}{=} =$$

$$4) \frac{29.86 + 0.577 \times 27.44}{=} =$$

$$5) \frac{29.86 - 0.577 \times 27.44}{=} =$$

$$6) \frac{\sqrt{0.669 \times 10^{-2}}}{=} =$$

$$7) \frac{0.005 \times \sqrt{(302 - \frac{30^2}{90}) \div (90 - 1)}}{=} =$$

$$8) \frac{2312.02 - \frac{263.2^2}{30}}{=} =$$

$$9) \frac{\frac{0.0913}{\sqrt{2.88 \times 0.00840}}}{=} =$$

[a: 0.00906 b: 4.01×10^{-2} c: 0.082 d: 0.59 e: 2.52467 f: 2.88 g: 13.547 h: 14.03

i: 45.69 j: 50.00]

Question 4: Mean & Standard Deviation

Calculate the mean and standard deviation of the next set of data, and select the right answer.

1) 2 5 1 3 4

$$\bar{x} = \frac{\quad}{(1)} \quad s = \frac{\quad}{(2)}$$

2) 22 25 21 23 24

$$\bar{x} = \frac{\quad}{(3)} \quad s = \frac{\quad}{(4)}$$

3) 234562 234565 234561 234563 234564

$$\bar{x} = \frac{\quad}{(5)} \quad s = \frac{\quad}{(6)}$$

[a: 1.56 b: 1.57 c: 1.58 d:3.0 e: 23.0 f: 234563.0]

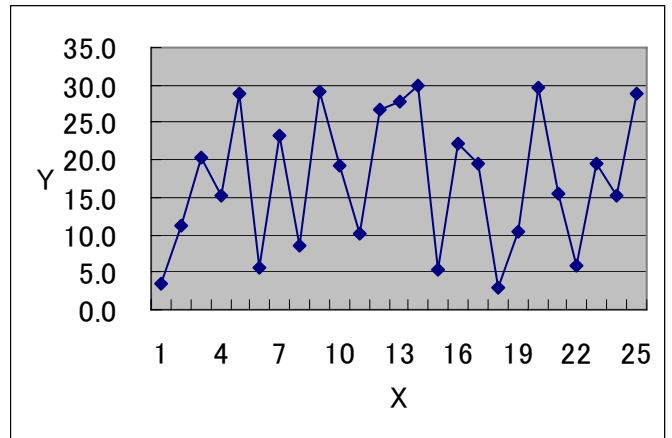
Question 5: Ability to Draw a Graph

Please use the data below to create a graph of the type shown below on the right as “Format”.

1) Data

X	Y	X	Y
1	35.6	14	29.8
2	29.2	15	31.6
3	20.2	16	22.2
4	39.4	17	31.2
5	29.2	18	28.8
6	31.4	19	31.4
7	23.2	20	29.6
8	32.0	21	39.0
9	29.0	22	19.4
10	32.6	23	34.2
11	32.2	24	32.6
12	26.8	25	28.2
13	27.8		

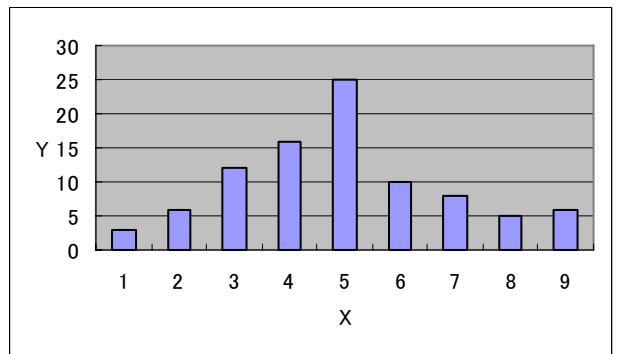
Format



2) Data

x	Y
1	1
2	4
3	9
4	14
5	22
6	19
7	10
8	5
9	6

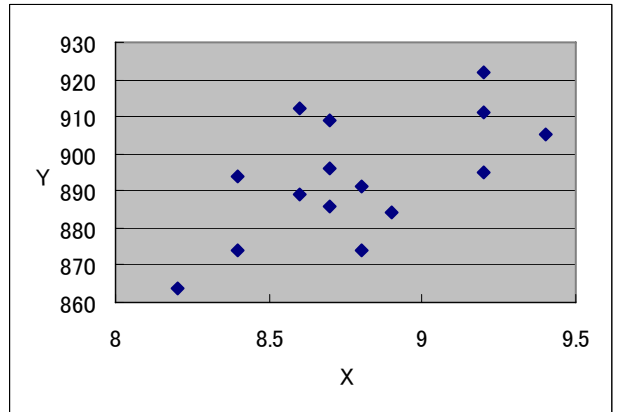
Format



3) Data

X	Y	X	Y
8.6	889	8.7	896
8.9	884	8.4	894
8.8	874	8.2	864
8.8	891	9.2	922
8.4	874	8.7	909
8.7	886	9.4	905
9.2	911		
8.6	912		
9.2	895		

Format



Question 6: English Check Sheet

Please complete the following sentences with suitable words.

<Populations and Samples>

In quality control, we try to discover facts by collecting data and then take necessary action based on those facts. The data is not collected as an end in itself, but as a means of finding out the facts behind the data.

For example, consider a sampling inspection. We take a sample from a lot, carry out measurements on it, and then decide whether we should accept the whole lot or not. Here our concern is not the sample itself, but the quality of the whole lot. As another example, consider the control of a manufacturing process using an \bar{x} -R control chart. Our purpose is not to determine the characteristics of the sample taken for drawing the \bar{x} -R chart, but to find out what state the process is in.

The totality of items under consideration is called the *population*. In the first example above, the population is the [(1)], and in the second it is the [(2)].

Some people may feel it difficult to regard a “process” as a “population” because while a “lot” is indeed a group of finite individual objects, a “process” itself is not a product at all, but is made up of the 5M’s (man, machine, material, method, and measurement).

When we turn our attention to product-making function, we will recognize that the “process” produces unmistakably a group of products. Moreover, the number of products is infinite unless the “process” stops producing them, and for this reason, a process is considered to be an infinite [(3)].

One or more items taken from a population intended to provide information on the population is called *sample*. Since a [(4)] is used for estimating the characteristics of the entire population, it should be chosen in such a way as to reflect the characteristics of the population. A commonly-used sampling method is to choose any member of the population with equal probability. This method is called *random sampling*, and a sample taken by random sampling is called a *random sample*.

We obtain [(5)] by measuring the characteristics of a sample. Using this data, we draw and inference about the population, and then take some remedial action. However, the measured value of a sample will vary according to the sample taken, making it difficult to decide what action is necessary. Statistical analysis will tell us how to interpret such data.

[a: data b: lot c: population d: process e: sample]

Readiness Test Answer Sheets

Question1-4, 6: Please circle the correct answer. Question5: Please make graphs on the sheet.

Question 1	(1)	F	C								
	(2)	F	C								
	(3)	F	C								
	(4)	F	C								
	(5)	F	C								
	(6)	F	C								
	(7)	F	C								
	(8)	F	C								
	(9)	F	C								
	(10)	F	C								
Question 2	(1)	a	b	c	d	e	f				
	(2)	a	b	c	d	e	f				
	(3)	a	b	c	d	e	f				
	(4)	a	b	c	d	e	f				
	(5)	a	b	c	d	e	f				
Question 3	(1)	a	b	c	d	e	f	g	h	i	j
	(2)	a	b	c	d	e	f	g	h	i	j
	(3)	a	b	c	d	e	f	g	h	i	j
	(4)	a	b	c	d	e	f	g	h	i	j
	(5)	a	b	c	d	e	f	g	h	i	j
	(6)	a	b	c	d	e	f	g	h	i	j
	(7)	a	b	c	d	e	f	g	h	i	j
	(8)	a	b	c	d	e	f	g	h	i	j
	(9)	a	b	c	d	e	f	g	h	i	j
Question 4	(1)	a	b	c	d	e	f				
	(2)	a	b	c	d	e	f				
	(3)	a	b	c	d	e	f				
	(4)	a	b	c	d	e	f				
	(5)	a	b	c	d	e	f				
	(6)	a	b	c	d	e	f				

Readiness Test Answer Sheets

Question 5	(1)									
	(2)									
	(3)									
Question 6	(1)	a	b	c	d	e				
	(2)	a	b	c	d	e				
	(3)	a	b	c	d	e				
	(4)	a	b	c	d	e				
	(5)	a	b	c	d	e				