



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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December 2008

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

- Teamwork and Leadership Skill Improvement-

3 – 23 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 Training Course on Solving Human and Organizational Problems (SHOP) 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 enhance the teamwork and leadership abilities of the participants, enabling them to play a major role in solving human- and organization-related problems.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

20 participants

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors of an organization.
- (2) Participants should be between 25 and 50 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.
(A high level of English knowledge is necessary in this training program. The ability to discuss in English is given great importance in our screening process.)
- (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 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 16 February 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 × 3 cm) (Please write down the applicant's name of 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
- (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 26 March 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 16 February 2009, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The course has been designed to enable participants to play major roles in solving human- or organization-related problems in their organizations, through summoning enhanced teamwork and leadership abilities which are highly prized in typical Japanese companies

- KEY BENEFITS

This program aims to improve the following abilities of the participants;

1. To activate communication within an organization so that it becomes prepared for innovation,
2. To lead other people while understanding the role of each member to produce the result expected of a team,
3. To understand their roles in attaining the team's objectives,
4. To resolve conflicts among team members, and
5. To uplift subordinates' motivation by changing their own behavior

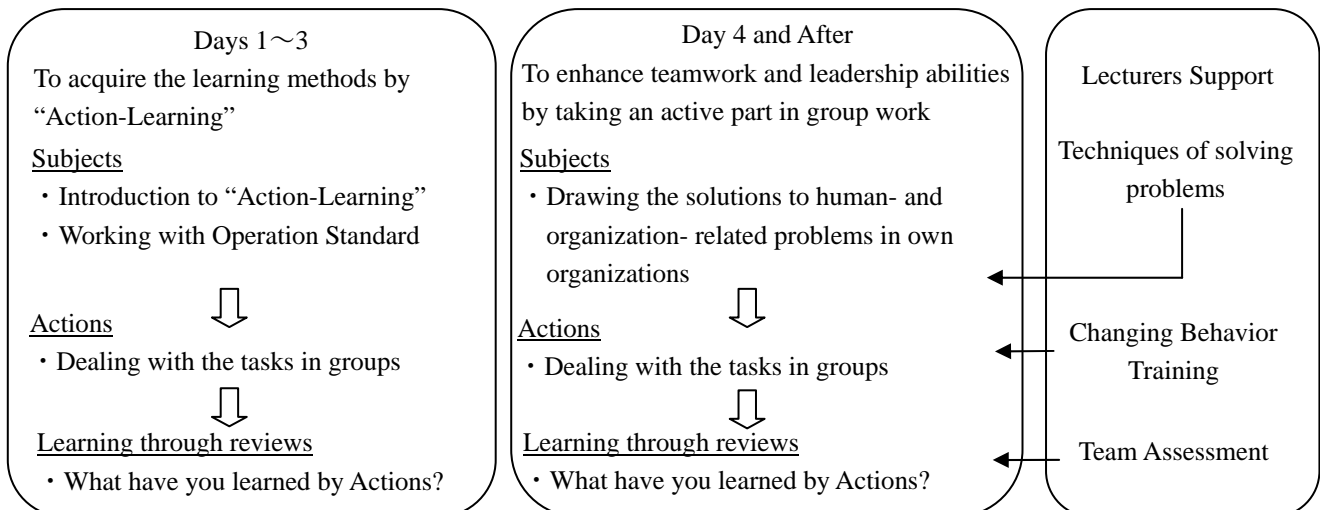
- DURATION

3 – 23 June 2009 (3 weeks)

- CONTENTS

A Curriculum focusing on participative exercises (group activities)

The course will offer numerous opportunities for participants to change their behavioral patterns, to adopt new perceptions and to enhance their abilities as managers. The course bases these exercise programs on a learning process called "Action-Learning," which induces changes in personal behavior and organizational response based on the result of each exercise. The following are major components of the exercise.



【Working with Operation Standard (Ice-Breaking Session)】

Participants will split up into groups and compete in a task focused on the assembly of an object. Based on their experiences of playing either a manager or a worker, participants will discuss effective methods of demonstrating teamwork and leadership. In addition, participants will understand the values and behavior of the team members, which will be required for the team assessment later in the course.

【Team Assessment】

Participants will analyze and understand their own behavioral patterns and group activities scientifically based on evaluations given by peer members. The SYMLOG method for a multiple-level observation of groups is used. The values held by each participants and his/her behavior will be measured and fed back to himself/herself three times. Based on the results, each participant will make efforts to move closer to becoming an ideal manager.

【Program for Changing Behaviors-Theory and Exercise】

Participants will learn about the motivation of subordinates, leadership skill improvement, and communication improvement skills by the way of role-play.

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 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

Mr. Noriyuki Murata

Director, COO, Research Institute for International Management Chu-San-Ren, Inc.

Mr. Murata specializes in leadership development of corporate executives and managers, organizational vitalization, the creation of corporate vision, “Action-Learning” training, factory management and cost management, feasibility studies for factory establishment, etc. He is an officially registered consultant at All Japan Federation of Management Organization (Zen-Noh-Ren).

- TRAINING LOCATION AND ACCOMMODATION <To Be Determined>

The program will be held at the following AOTS Training Center.

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 6 for further information on accommodation.

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

(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>

Tentative Schedule
of
The Training Course on Solving Human and Organizational Problems
- Teamwork and Leadership Skill Improvement- [SHOP]
3 –23 June 2009 AOTS Chubu Kenshu Center <To Be Determined>

Date	Morning Session	Afternoon Session
2 June (Tue.)	(Arrival in Japan)	
3 (Wed.)	Orientation Opening Ceremony/ Program Guidance	LECTURE//EXERCISE: Introduction to Action Learning
4 (Thu.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 1	
5 (Fri.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 2	LECTURE//EXERCISE: Team Assessment - 1 (Rating Session)
6 (Sat.)	Day off	
7 (Sun.)	Day off	
8 (Mon.)	COMPANY VISIT: Examples of management techniques in Japanese companies (1) (The 5S's, Sangen Shugi, Safety, etc.)	COMPANY VISIT: Examples of management techniques in Japanese companies (2) (JIT, kaizen, etc.)
9 (Tue.)	LECTURE//EXERCISE: Problem-Solving Technique	
10 (Wed.)	LECTURE//EXERCISE: Team Assessment - 2	
11 (Thu.)	LECTURE//EXERCISE: Program for Changing Behavior - 1	
12 (Fri.)	COMPANY VISIT: Roles and Responsibilities of Managers in Japanese Companies	Preparation for Midterm Presentation
13 (Sat.)	Day off	
14 (Sun.)	Day off	
15 (Mon.)	Midterm Group Presentation	
16 (Tue.)	Study Tour	COMPANY VISIT: Standardization of a Japanese Company (Roles of Managers)
17 (Wed.)		COMPANY VISIT: Small Group Activities at a Japanese Company (Enhancement of Teamwork)
18 (Thu.)		COMPANY VISIT: In-House Educational Program at a Japanese Company
19 (Fri.)	LECTURE//EXERCISE: Team Assessment - 3	
20 (Sat.)	Day off	
21 (Sun.)	Day off	
22 (Mon.)	LECTURE//EXERCISE: Program for Changing Behavior - 2	
23 (Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
24 (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) 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.

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

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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PRE-TRAINING REPORT

The Training Course on Solving Human and Organizational Problems

- Teamwork and Leadership Skill Improvement-
[SHOP]

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 presentations to be held during the program.

Notes for items 7 through 11

- Main lectures (including group discussion and the final group presentation)

The objective of the main lectures, including group discussions, is to give you an opportunity to understand how you should behave in order to solve the personnel/organizational problems you are faced with as a manager so that you can achieve your group/organizational targets. A good outcome from the lectures cannot be expected unless you are aware of your own problems.

- Other lectures/visits

Good results cannot be obtained from the other lectures and visits that supplement the objective of this course unless you are aware of your own problems.

1. Your name	
2. Country	
3. Name of company / organization	
4. Outline of your company/ organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Did you wish to participate in this training course, or did your superior tell you to participate?</p> <p>Please explain the reasons why you wish to send this applicant on the course and the characteristics of the prospective participant's behavior (strengths and weaknesses), as seen from your perspective as the applicant's superior.</p>	<p>① Were you recommended by your superior or is the application based on your own request?</p> <p>② Name, position, and email address of your superior</p> <p>Name : _____</p> <p>Position : _____</p> <p>Email address : _____</p> <p>• <u>Please have your superior complete the following section.</u></p> <p>③ Reason why you wish to send this applicant on this course. (English or Japanese)</p> <p>④ From your perspective as the applicant's superior, please list the characteristics of the prospective participant's behavior (strengths and weaknesses)</p> <p>(Strengths)</p> <p>(Weaknesses or areas for improvement)</p> <p>⑤ Superior's signature</p> <p>Signature: _____</p>
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8. What are the problems or issues you are now faced with in performing your duties? Please describe the current situation of your problems related to organization/people, giving specific examples with concrete data.

Bad description sample:

Insufficient managerial capabilities.
Subordinates are not motivated.
Cooperation among different departments is weak.

Good description sample:

Only 50% of the two-year business innovation plan has been implemented so far. Also, the sales target achievement rate only reaches 70-80% on a monthly basis. The observed failure is attributable to the subordinates' resistance to my policy since I am younger than they are and has I have only recently become a manager.

The annual turnover rate among the young employees in their twenties and thirties is as high as 20%. Major reasons are that there is no evaluation system or reward for young and competent employees and that their annual salary is 1/8 – 1/15 of that of senior employees in their forties and fifties due to a seniority-oriented personnel system.

<p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 7 in the right side column, choose the most and the next most important ability you think.</p> <p>Specify the reason for your answer.</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Others: <p>The most important ability: _____ The next most important ability: _____</p> <p>Reasons:</p>
<p>10. What kind of ability does your superior think you should develop through this training course? Choose from 1 through 7 in the right side column.</p> <p>Have you talked about this matter with your superior?</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within the organization so it becomes prepared for innovation 2. Ability to lead other people while understanding the role of each member to produce the result expected of the team 3. Ability to understand my own role in attaining the team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing my own behavior 6. Others: <p>On the above issue, ___ Yes, I have talked with my superior. ___ No, I have not talked with my superior.</p>
<p>11. What are the work targets your superior expects you to achieve after participating of this course? Are these targets clearly specified?</p>	<p>Work targets:</p> <p>Are these targets clearly specified? ___ Yes ___ No</p>