



**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>

**February 2010**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Production Management Training Course**

**[PMTC]**

**5 – 30 July 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 and other regions. The total number of participants in past AOTS training programs amounts to almost 149,000 from about 170 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 Production Management Training Course (PMTC) 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. The first Production Management Training Course (PMTC) was held in 1977, and the course has been held every year ever since. This is the 34<sup>th</sup> course in the series. The PMTC course aims at improving the production management abilities of those who work in manufacturing industries. 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:

Please refer to [the List of Target countries and Regions](#). (PDF 74KB)

## 3. NUMBER OF PARTICIPANTS:

25 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers, supervisors and/or engineers/staff who are engaged in the production control, productivity enhancement and day-to-day operation of factory management at manufacturing companies, etc. Those who are not engaged in actual production management, productivity enhancement activities and factory operation are ineligible for participation.
- (2) Participants should be between 25 and 60 years of age, with three years or more of professional experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English for discussions, presentations, and report writing.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in developing countries or regions.
- (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 5 April 2010**.

### [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 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](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 27 May 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 5 April 2010, AOTS may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVE

The objective of the program is to improve the participants' production management abilities in order to realize efficient production activities.

### - KEY BENEFITS

- (1) To acquaint participants with production management thinking and techniques in order that they can realize efficient production activities,
- (2) To deepen participants' understanding of the roles of managers, and
- (3) To enable participants to make action plans for solving problems related to production management and to enhance participants' communication abilities to implement their action plans.

### - DURATION

5 – 30 July 2010 (4 weeks)

## - CONTENTS

### ***A Curriculum designed for people who play a core role in production management***

Participants will be able to learn production planning and control, process improvement, etc., for efficient production activities at their factories through exercises.

### ***Course Design***

#### **Step 1 Production Planning and Control**

Participants will acquire the way of thinking for efficient production management in order to produce goods that satisfy customers (quantities, quality, price, and delivery time) while considering resources at factories.

#### **Step 2 Management Techniques related to Production Management**

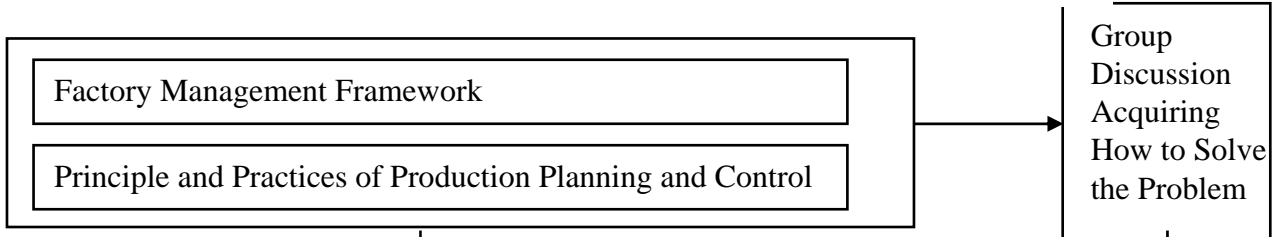
In order to learn management techniques required for implementing efficient production planning, participants will gain practice and experience in delivery-time reduction production system, quality assurance, equipment maintenance, *kaizen* techniques (e.g., Industrial Engineering (IE)).

#### **Step 3 Roles of Managers**

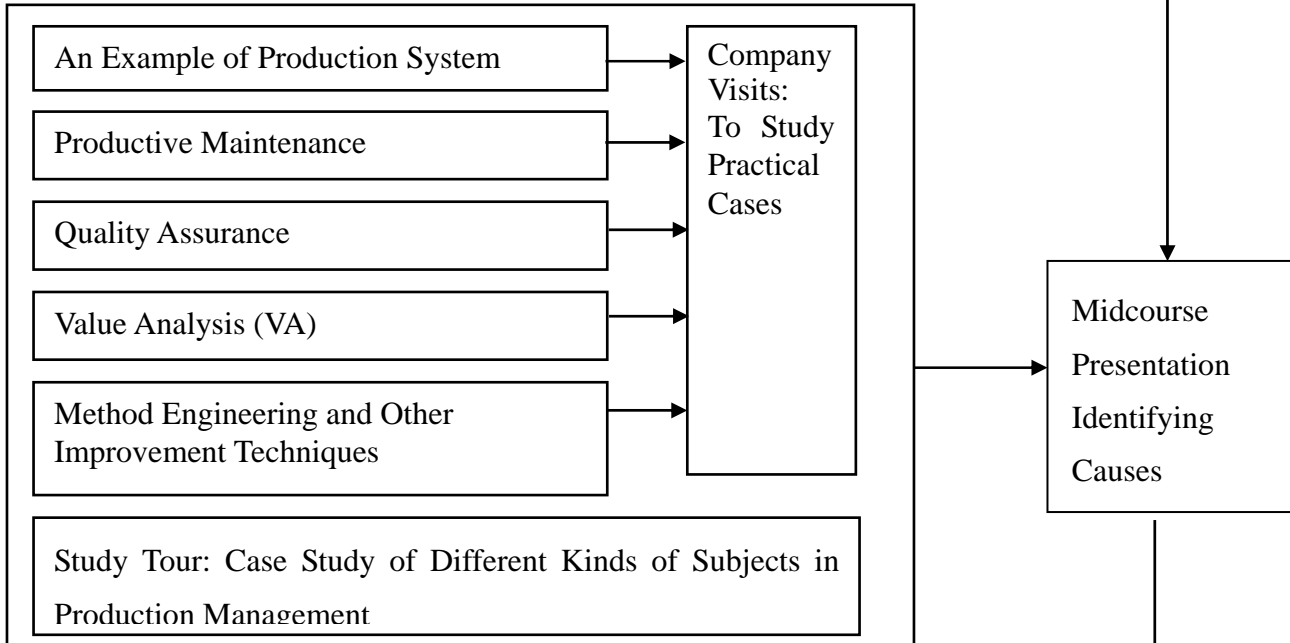
Participants will deepen their understanding of vitalizing organizations and leadership through discussions and exercises.

Participants will also learn approaches to solving problems related to production management via group work. On the final day, participants will make a presentation on their action plan to solve their own production management problems using the problem-solving techniques learnt on the course.

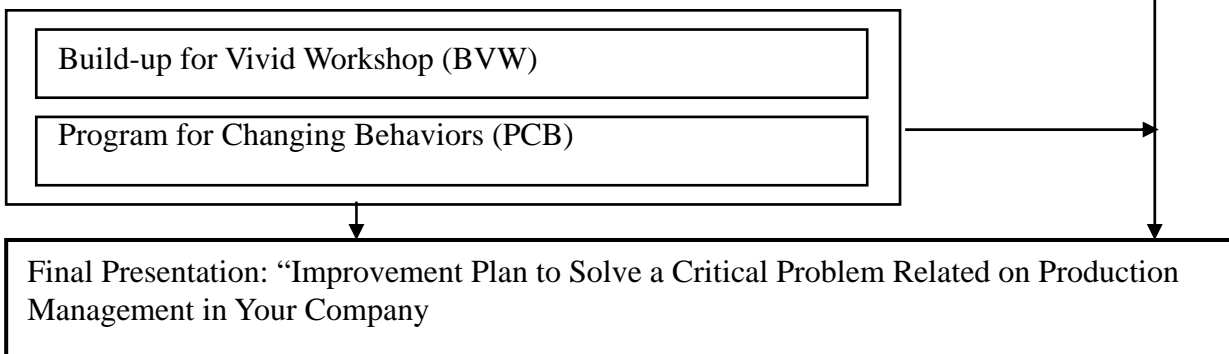
**Step 1 [Factory Management Framework/ Production Planning and Control]**



**Step 2 [Management Techniques for Improving QCD]**



**Step 3 [Roles of Managers]**



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.

\*Participants are required to have a sufficient working knowledge of English for discussions, presentations, and report writing.

- PROGRAM DIRECTOR

Mr. Hiroshi Iwayama

President, CEO, Research Institute for International Management Chu-San-Ren, Inc.

Mr. Iwayama is an expert consultant\* who has been offering his managerial expertise since 1961 at Chu-San-Ren. He has given numerous diagnoses and guidance to many companies, and worked on many training programs for factory management as well as for comprehensive corporate management both at home and abroad. He has been an instructor for various educational/training programs and overseas training seminars organized by economic cooperation agencies.

\*He specializes in the comprehensive diagnosis of companies, designing and improving production management systems, operation improvement, factory layout and introduction of the JIT (Just-in-Time) production system.

- TRAINING LOCATION AND ACCOMMODATION<To Be Determined>

**AOTS Chubu Kanshu 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

7. 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](#)

8. 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](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>

## 9. FURTHER INFORMATION:

## AOTS HEAD OFFICE

Mr. Kazuhiro Ichiura, Manager Scholarship Processing Group (Scholarship Processing) 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. Toshiki Sadatani 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: hsuzuki@aots.or.id
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4. AOTS Kuala Lumpur Office / * (Deputy General Manager) Ms. Anne Chong Gaik Lin 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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\*AOTS Kuala Lumpur Office will close on March 31, 2010.  
From April 1st, 2010, please contact AOTS Head Office.

**Tentative Schedule of the Production Management Training Course [PMTC]**

5 – 30 July 2010 AOTS Chubu Kenshu Center &lt;To be determined&gt;

Date	Morning Session	Afternoon Session
4 July (Sun.)	(Arrival in Japan)	
5 (Mon.)	Orientation Opening Ceremony	Pre-Training Report Presentation
6 (Tue.)	LECTURE: Introduction to Factory Management -Factory management systems, profitability and productivity, and basic approach to problem-solving	LECTURE: Production Planning and Control-1 -Types of production and production management system, production planning and control, inventory management, and shortening lead times
7 (Wed.)	LECTURE/EXERCISE: Production Planning and Control -2 -Case study	
8 (Thu.)	COMPANY VISIT: Production Planning and Control	
9 (Fri.)	LECTURE: Example of a Production System (JIT) -Concept of the JIT production system, standardization and <i>kaizen</i> , line production and one piece manufacturing, <i>kanban</i> , and <i>jido-ka</i> (intelligent automation)	
10(Sat.)/11(Sun.)	Day off	
12 (Mon.)	LECTURE/EXERCISE: Quality Assurance -Quality assurance system, quality assurance at the production stage, creation and practice of QC a process chart and operation standards	
13 (Tue.)	LECTURE: Equipment Maintenance (PM) -Concept of PM, small group activities in PM, autonomous maintenance and maintenance education, planned maintenance	
14 (Wed.)	COMPANY VISIT: Quality Assurance	COMPANY VISIT: Equipment Maintenance (PM)
15 (Thu.)	LECTURE/EXERCISE: Cost Reduction Based on Value Analysis (VA) -Basic of VA, making alternative plans for cost reduction	
16 (Fri.)	Midcourse Presentation	COMPANY VISIT: Production System
17(Sat.)/18 (Sun.)	Day off	
19 (Mon.)	Study Tour	COMPANY VISIT: Production Management at a Japanese Company-1
20 (Tue.)		COMPANY VISIT: Production Management at a Japanese Company-2
21 (Wed.)		VISIT: Japanese Culture and Society
22 (Thu.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-1 -Concept and application of IE and method engineering techniques (process control, motion study, time study, work sampling, principles of motion economy, etc.)	
23 (Fri.)	LECTURE/EXERCISE: Method Engineering and Other Improvement Techniques-2 -Exercises on IE and method engineering techniques, <i>kaizen</i> techniques	
24(Sat.)/25 (Sun.)	Day off	
26 (Mon.)	LECTURE/EXERCISE: Program for Changing Behaviors -1 -Theory of changing behavior, improvement of communication skills, role play	
27 (Tue.)	LECTURE/DISCUSSION: BVW(Build up for Vivid Workshop) -1	
28 (Wed.)	LECTURE/DISCUSSION: BVW(Build up for Vivid Workshop) -2	
29 (Thu.)	LECTURE/EXERCISE: Program for Changing Behaviors -2 -Theory of changing behavior, improvement of communication skills, role play	
30 (Fri.)	Final Report Presentation -Solving problems of own companies	Evaluation of the Program Closing Ceremony
31 (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 Production Management Training Course -  
[PMTC]

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. Your Country/Region	
3. Name of your organization	
<p>4. Outline of your organization (preferably by attaching a brochure of the organization)</p> <p>4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products 4-5. Exporting: Y/N (If yes, list the countries.) 4-6. Importing materials: Y/N (If yes, list the countries.)</p>	
<p>5. Your position and name of department (preferably by attaching an organizational chart indicating your position)</p>	

<p>6. Your duties in detail (Please list your duties.)</p>	
<p>7. Production management activities currently undertaken at your organization</p> <p>7-1. Production type</p> <ul style="list-style-type: none"> <li>-Continuous flow process (indiscrete products, no assembly process)</li> <li>- Mass production of discrete products (assembly process)</li> <li>- Batch / Block production</li> <li>- Project shop (Ship building, Construction of buildings and other structures)</li> <li>- Job shop (Job order type)</li> </ul>	
<p>7-2. Centralized or decentralized control</p>	<p>Please circle the number applicable to your company. Please select only one.</p> <ol style="list-style-type: none"> <li>1. Centralized Control</li> <li>2. Decentralized Control</li> <li>3. Both</li> <li>4. Other (Please describe in details)</li> </ol>
<p>7-3. Designing to own specifications or specifications given by customers</p>	<p>Please circle the number applicable to your company. Please select only one.</p> <ol style="list-style-type: none"> <li>1. Own specifications</li> <li>2. Specifications given by customers</li> <li>3. Both</li> <li>4. Other (Please describe in details)</li> </ol>

<p>7-4. Priority area(s) in production management (e.g., facility maintenance, QC, cost, line-balancing, load management of people and equipment)</p>	<p>Please circle the number applicable to your company.</p> <ol style="list-style-type: none"> <li>1. Equipment maintenance</li> <li>2. Quality Control</li> <li>3. Cost</li> <li>4. Line balancing</li> <li>5. Workload adjustment (machine and man)</li> <li>6. Other (Please describe in details)</li> </ol>
<p>8. Major problems perceived with respect to production management activities together with their conceivable causes (In describing problems, use quantitative terms as much as possible.)</p>	
<p>9. Your expectations of the course (Please describe your expectations as concretely and concisely as possible)</p>	

Name
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## 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	Productivity				19	Visual control			
2	Production planning				20	<i>Poka yoke</i> (fool proof)			
3	Production control				21	<i>Muda</i> (waste)			
4	ABC Analysis				22	Tact time & Cycle time			
5	EOQ (Economic order quantity)				23	<i>Kaizen</i> (Continuous improvement)			
6	PSI chart				24	SMED (Single Minute Exchange of Die)			
7	Process chart				25	VA/VE (Value Analysis/Value Engineering)			
8	Motion study				26	QC 7 Tools			
9	Work sampling				27	QC story problem solving			
10	Just-in-time (JIT)				28	ISO9000			
11	<i>Kanban</i> system				29	QC process chart			
12	Production leveling				30	Operation Standard			
13	Pull system				31	TPM			
14	Continuous flow processing				32	Overall efficiency of equipment (OEE)			
15	Multi-process handling				33	Autonomous maintenance			
16	Standardized Operation				34	Mean Time Between Failures (MTBF)			
17	<i>JIDOKA</i> (Automation)				35	Mean Time To Repair (MTTR)			
18	5S				36	Preventive maintenance			

### 2. The Techniques and Tools Your Company Has Adopted

Please check ( x ) as appropriate.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
TPM			