



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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September 2011

Program Outline
&
Participation Requirements
of
Program on Corporate Management for Nepal
[NPCM]

15 - 28 February 2012

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 155,000 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, AOTS has been organizing various training programs.

The Program on Corporate Management for Nepal (NPCM) is one of such management training programs, which is being organized in collaboration with Nepal AOTS Alumni Society (NAAS) and Federation of Nepalese Chambers of Commerce & Industry (FNCCI), mainly designed for CEOs and senior executives of SMEs in order to improve the managerial capabilities of corporate executives in Nepal.

2. COUNTRY

Nepal

3. NUMBER OF PARTICIPANTS:

20

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, CEOs, senior executives who are responsible for overall management of their companies. Managers of public organizations who give guidance for corporate management may also be accepted.
- (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 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 Nepal.
- (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) 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 countries 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.

5. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **by no later than 28 November 2011 via Nepal AOTS Alumni Society (NAAS)**. Please contact NAAS regarding the deadline.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
- (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
- (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) Inquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)
- (9) About the Benefits of Management Training Program (AOTS official form)
In principle, a representative of the applicant's company/organization is required to fill in the questionnaires. (The form is attached to the end of the outline.)

The formats are readily downloadable at AOTS website.

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

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 12 January 2012, 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 28 November, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To deepen participants' understanding of the characteristics of excellent Japanese SMEs and insights into corporate management such as management philosophy, process for developing a management strategy, corporate strategy as well as strategies in each management function.
- (2) To enable participants to grasp the problems of their own company's management from different management viewpoints and/or set up the managerial objectives, and
- (3) To help participants formulate viable plans to solve managerial problems and/or to achieve their managerial objectives in their respective companies.

- DURATION

15 – 28 February 2012 (2 weeks)

- CONTENTS

First Step

Participants will have an overview of corporate management from the perspective of corporate philosophy and strategy and observe actual examples of Japanese companies.

Second Step

Participants will deepen their understanding of corporate management via examining various strategies in key managerial functions, such as quality management, production management, marketing management, personnel management, financial management, etc., through lectures, exercises and company visits, and will confirm the roles of executives as decision-makers in improving their management practices.

On the last day of the program, participants will make a presentation on their findings during the program and future action plans to improve their management and leadership.

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.

- LANGUAGE

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

- TRAINING LOCATION AND ACCOMMODATION<may change in consideration of various factors>

AOTS Kansai Kenshu Center (KKC)

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

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Please refer to item 7 for further information on accommodation.

Tentative Schedule of
The program on Corporate Management for Nepal [NPCM]
 15 - 28 February 2012 AOTS Kansai Kenshu Center <To be determined>

Date	Morning Session	Afternoon Session
14 Feb. (Tue.)	(Arrival in Japan)	
15 (Wed.)	Orientation Opening Ceremony	LECTURE: Excellent Japanese SMEs - Business Models of Excellent Japanese SMEs - Essence of Corporate Management of these SMEs
16 (Thu.)	LECTURE/EXERCISE: Corporate Management and Management Philosophy - Significance and Examples of Management Philosophy and Strategy - Process to Develop a Management Strategy	COMPANY VISIT: Example of Corporate Management of Japanese SMEs - Management Philosophy and Strategy at a Japanese Company
17 (Fri.)	LECTURE: Corporate Strategy - Significance and Examples of Corporate Strategy - Continuous Creation of New Business for Corporate Growth	
18 (Sat.)	LECTURE: Personnel Management - Create employee motivation techniques, - Team motivation techniques - Improvement of the stability of the work force - Training system in Japanese companies, - Leadership of Top Management in HRD	Off
19 (Sun.)	Day off	
20 (Mon.)	LECTURE/EXERCISE: Production Management - Concept of Productivity and Quality - Production Management Techniques for Productivity and Quality Improvement adopted by Japanese Companies such as 5S, Visual Management, Elimination of <i>Muda</i> (Waste), <i>Kaizen</i> (Improvement) Activities, etc.	
21 (Tue.)	LECTURE/EXERCISE: Marketing Strategy with the focus on New Product Development - Process and Framework to Develop a Marketing Strategy - How to Collect Information for New Product Development - Methodology and <i>KFS</i> * of New Product Development (* <i>KFS</i> : Key Factors for Success) - Successful Cases of New Product Development by Japanese SMEs	
22 (Wed.)	STUDY TOUR	COMPANY VISIT: Marketing Management at a Japanese Company
23 (Thu.)		COMPANY VISIT: Exchange of Opinions with Executives of Japanese SMEs
24 (Fri.)		COMPANY VISIT: Productivity Improvement Activities at a Japanese Company
25 (Sat.)	Day off	
26 (Sun.)	Day off	
27 (Mon.)	LECTURE: Financial Management and Financial Statement Analysis - Profitability, efficiency and productivity analysis based on B/S, P/L, and CF calculation sheets - Cash flow management, etc.	
28(Tue.)	Final Report Presentation	Evaluation of the Program Closing Ceremony
29(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 may be arranged in the evening.
- (3) Though Saturday and Sunday are days off in general, lectures may be scheduled if deemed necessary.

7. ACCOMMODATION:

During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,500 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,500 in cash per day for meals to cover this day.

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

8. TRAINING COSTS:

1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee (Contributions from Participant) from the participants themselves.

Participants shall pay the Participation Fee (Contributions from Participant) in cash to AOTS after their arrival in Japan.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan.

The Estimates of the Participation Fee is shown in Table 1.

Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

2) Breakdown

1. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs is the amount participants should bear.

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

- (1) The Contribution to Allowance Costs is not set up for the participants from Nepal.
- (2) The Contribution to Course Implementation Costs is ¥ 93,000 for a 2-week AOTS Management Training Program.

2. Training Costs

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of (1) Allowance Costs, (2) Course Implementation Costs (3) Domestic Travel Allowance.

(1) Allowance Costs

a. International Travel Expenses

- Participants will purchase their own round-trip air tickets, concerning which there are no restrictions pertaining to boarding class.
- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limit.

- Please refer to “Guidelines for Purchase of Air Tickets by the Participant” for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.
- International travel expenses are provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

b. Accommodation and Meal Allowance

At the AOTS Kenshu Center

- AOTS will provide a participant with accommodation to the value of ¥8,500 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥7,700 per day with dinner and breakfast at an AOTS Kenshu Center.

During the study tour

- A participant will be provided with accommodation to the value of not exceeding ¥9,800 per day for their staying outside of the AOTS Kenshu Center, and ¥2,500 per day in cash for meals.

c. Personal Allowance

- AOTS will pay ¥800 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥372,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,720 in cash to a participant for the cost of travel between Kansai International Airport and AOTS Kansai Kenshu Center (KKC).

3. The amount to be paid in cash to participants by AOTS

The following allowances and expenses will be paid in cash as per Table 1 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥800 x staying days)
- (3) Meal Allowance for the study tour (**each participant is requested to pay meals during the study tour from this Allowance.**)
- (4) Domestic Travel Allowance

4. Contribution to AOTS’s Administration Cost

The Contribution to AOTS’s Administration Costs is ¥1,000 per day, and covers administrative expenses. The participant is kindly requested to pay the Contribution to AOTS’s Administration Cost.

[Table 1] Estimate of Fees and Costs***The amounts and figures for the Fiscal Year 2011 (April 1, 2011 – March 31, 2012)****Country: Nepal****International Travel Expenses: Nepal - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0	0	0
(2) Contribution to Course Implementation Costs		93,000	93,000
Total		93,000	93,000

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		146,500	0 [1]
b. Accommodation and Meal Allowances at the AOTS Kenshu Center	@ 7,700 x 1 day = (Arrival Day)	7,700	7,700 (paid in kind)
during the study tour	@ 8,500 x 12 days =	102,000	102,000 (paid in kind)
Meal Allowance	@ 2,500 x 2 day(s) =	5,000	5,000 [3]
Accommodation Allowance	@ 9,800 x 2 day(s) =	19,600	19,600 (paid in kind)
c. Personal Allowance	@ 800 x 15 days =	12,000	12,000 [2]
Sub Total		292,800	146,300 [A]
(2) Course Implementation Costs		372,000	372,000
(3) Domestic Travel Allowance (Kansai Airport - KKC)		1,720	1,720 [4]
Total		666,520	520,020

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	146,500	0
(2) Personal Allowance	[2]	12,000	12,000
	[SUM1]	158,500	12,000
(3) Meal Allowance during the study tour	[3]	5,000	5,000
(4) Domestic Travel Allowance in Japan	[4]	1,720	1,720
	[SUM2]	6,720	6,720
Total = [SUM1] + [SUM2]		165,220	18,720

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

4. Contribution to AOTS's Administration Costs

The amount mentioned below covers administrative expenses.

The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

@ 1,000 x 15 days = **15,000**

Guidelines for Purchase of Air Tickets by the Participant

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

*** If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

Visa Acquisition Procedures:

1. Status of Residence:

The status required for your training in Japan is "Trainee."

2. Visa Acquisition:

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. Notes:

- a) **A citizen from a country or area participating in a visa waiver program with Japan** shall additionally apply for and obtain a "Trainee" visa.
- b) **A bearer of a visa other than a "Trainee" visa**, e.g., a "temporary visitor" visa or a "multiple" visa shall additionally apply for and obtain a "Trainee" visa. Please bear in mind that **the existing visa will be nullified in exchange for the "Trainee" visa.**
- c) **A bearer of an APEC business travel card (ABTC)** shall additionally apply for and obtain a "Trainee" visa. This is because the purpose of his or her travel is participation in an AOTS training program.
- d) Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.

9. 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>.

10. COLLABORATING ORGANIZATION:

Nepal AOTS Alumni Society (NAAS)

Mr. Ramesh Man Singh, President Mr. Prashant Lal Shrestha, General Secretary	P.O.Box 20994, Koteshwor, Kathmandu Kotdevi, Marga, House No. 1202/39, Koteshwor, Kathmandu	
	Tel:	977-1-4600561, 4601467 (Yamamoto Talim Ghar)
	Fax:	977-1-5590817 (Attn. Ms. Amira Dali)
	Tel/Fax:	977-1-5592895 (Attn.Ms.Amira Dali, Sanpo Int'l Corporation)
	E-mail:	naasytg@mail.com.np

Federation of Nepalese Chambers of Commerce & Industry (FNCCI)

Mr. Suraj Vaidya, President	P.O.Box 269, Teku, Kathmandu	
	Tel:	977-1-4262061, 4262218, 4266889
	Fax:	977-1-4261022, 4262007
	E-mail:	suraj.vaidya@fncci.org

11. FURTHER INFORMATION:

AOTS HEAD OFFICE

Scholarship Processing Group	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

PRE-TRAINING REPORT

- The Program on Corporate Management for Nepal -
[NPCM]

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. The report form is available here in an MS-Word format (<http://www.aots.or.jp/jp/documents/ptr/11npcm-e.doc>).

1. Your name	
2. Name of your country	
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. Weakness and Strengths of your company/ organization	(Weakness) (Strengths)
8. Most critical managerial problems you are now facing, indicating their causes from your viewpoint	
9. Possible measures to solve such problems together with limitation factors	

<p>10. Your expectations of the program in relation to the described problems</p>	
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2W English

About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

The report form is available here in an MS-Word format

(<http://www.aots.or.jp/documents/kokunai/kenshukoka1.html>)

Name of training course (may be in acronym names, such as SHOP and PQM):

Country:

Company name:

Name of person filling out questionnaire form (representative of organization):

Job title of person filling out questionnaire form (representative of organization):

Names of participants of the training program:

Question 1:

The management training program receives financial support from Official Development Assistance (ODA). Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: []

Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training in your company, how many managers and workers would receive the benefits of this

during the year after the training? Please provide your rough estimate below.

About _____ people

Question 4:

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

- A reduced load to the environment and energy saving will be realized.
- Technology development and product design and development will be possible in the home country.
- Production capacity will expand. [About _____] %
- Productivity will increase. [About _____] %
- Product and service quality will improve. [About _____] %
- Costs will be reduced. [About _____] %
- Market will be extended.
- Others [_____]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [_____] USD * 1 USD = 82 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 82 JPY

Question 6:

The AOTS training program costs about 7,600 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (7,600 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (7,600 USD) is defined as “1”, describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

- Below 1.0 => Provide a specific value [_____]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [_____]
-

End of document