

April 2014

Program Outline

&

Participation Requirements

of

The Executive Program on Corporate Management

[EPCM]

7 – 18 July 2014

1. BACKGROUND OF THE PROGRAM:

The Executive Program on Corporate Management (EPCM) is designed as one of HIDA-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 was first organized in 1983 to improve the managerial capabilities of corporate executives in developing countries, and the 34th program will be held this year.

The Overseas Human Resources and Industry Development Association (HIDA) is an organization for human resources development in developing countries to promote technical cooperation through training, experts dispatch and other programs.

Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations between those countries.

HIDA was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as the first technical cooperation organization on a private basis in Japan, and the total number of participants having received training in Japan has reached more than 170,000, representing 170 countries from around the world, while the total number of participants in HIDA training activities in overseas countries exceeded 192,000-mark in fiscal 2012.

2. COUNTRY:

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

(<http://www.hidajapan.or.jp/jp/ikusei/files/taishokoku.pdf>)

NOTE: The general-purposed web page enlists China, which is not a target country of this program.

3. NUMBER OF PARTICIPANTS:

24 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management.
- (2) Participants should be between 25 and 60 years of age, with three years or more of business experience.
- (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 the developing countries.
- (7) Participants should not be students or armed forces personnel.
- (8) HIDA ex-participants who have recently been awarded a HIDA Scholarship and participated in a HIDA 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 eligible to this program based on their job descriptions and positions.
- (2) Family members are not allowed to accompany the participants to Japan.
- (3) Participants shall not request HIDA 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 HIDA, 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 HIDA can accept.

5. APPLICATION PROCEDURE:

5-1) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.hidajapan.or.jp/jp/ikusei/management/proc01.html>)

Host companies should apply to the Training Administration Group of HIDA by submitting the required documents to reach Training Administration Department of HIDA by **no later than 6 May 2014**.

5-2) Application from overseas countries

Applicants should apply to the Management Training Administration Group of HIDA by submitting the following documents to reach the Management Training Administration Group of HIDA by **no later than 6 May 2014**.

- (1) HIDA Training Application Form, Applicant's Personal Record and Medical Check Sheet
(HIDA official form: Handwriting shall be avoided.)
- (2) 2 copies of a photo (4 cm×3 cm) (Please write down the applicant's name on the back.)
- (3) Brochure of the applicant's company/organization
- (4) Photocopy of a passport, an election card, a driver's license or any other identification document issued by a public organization in the applicant's country containing, in Roman letters, the applicant's name in full, a photo of the applicant and his/her date of birth
- (5) Pre-Training Report and Questionnaire
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (HIDA 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)
- (9) About the Benefits of Management Training Program (HIDA 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 our website.

<http://www.hidajapan.or.jp/en/ikusei/application.html>

The application documents will be forwarded to the HIDA Screening Committee, which will meet on 5 June 2014, 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 6 May 2014, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVE

The objective of the program is to enhance participants' capabilities of corporate management, with utilizing managerial functions, pursuing to upgrade corporate management of their companies as executives.

- KEY BENEFITS

- (1) To help participants gain the insights necessary for corporate executives to change and enhance the corporate quality of their companies using cases and examples of Japanese companies, and
- (2) To enhance participants' capabilities as executives through discussions on corporate philosophy and strategy.

- DURATION

7 – 18 July 2014 (2 weeks)

- CONTENTS

A curriculum emphasizing discussions using a unique case method:

One of the characteristics of the course is the inclusion of many participative sessions using a unique case method along with regular lecture sessions. Participants will be divided into several groups to hold discussions on a topic given by a lecturer. The lecturer will introduce case studies on managerial strategies, business development of a company, etc. Then there will be an overall discussion with all course participants and the lecturer. The discussion will offer a great opportunity for participants to exchange their opinions with other members from different countries under the guidance of their lecturer. The effectiveness of this session has been proved by positive evaluations given by past participants.

Course Design

[Step 1]

First, participants will learn about the characteristics of Japanese companies and actual corporate management practices in Japan.

[Step 2]

Participants will deepen their understanding of corporate management through lectures and case studies via examining various managerial functions in an organization such as business ethics, marketing, finance, strategy, and so on. A three-day study tour will help participants see actual management practices at Japanese companies and offer them chances to exchange their views with Japanese counterparts.

[Step 3]

Participants will deepen their understanding of each other's corporate culture through discussions with lecturers, Japanese business people and among themselves. At the same time, they will confirm their roles as corporate executives in improving their management practices. At the end of the program, participants will work on a case study and present a corporate strategy from the case.

The typical daily schedule consists of a three-hour morning session and a three-hour afternoon session. Some evening sessions may 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.

- PROGRAM DIRECTOR

Dr. Tsuneo Yahagi, Ph.D.

Professor Emeritus, Keio University

Provost, Dean of the Graduate School, Sakushin Gakuin University

Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), and Ph.D (Most Excellent Ph.D. Thesis Award in management of the year). He has established and managed his own venture businesses as well as ran small and medium sized enterprises. He joined the Graduate School of Business of Keio University as an associate professor. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Executive Vice President of Keio University. He has served as an advisor to many governmental agencies and private companies both in Japan and the United States. He has been serving a bank and several companies listed on Tokyo Stock Exchange as outside board members. He has published many books and articles.

-TRAINING LOCATION AND ACCOMMODATION

HIDA Tokyo Kenshu Center (TKC) <may change in consideration of various factors>

<http://www.hidajapan.or.jp/en/center/about/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

Please refer to item 7 for further information on accommodation.

**Tentative Schedule
of
The Executive Program on Corporate Management [EPCM]**

7 - 18 July 2014 HIDA Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session	Afternoon Session	
6 Jul (Sun.)	(Arrival in Japan)		
7 (Mon.)	Orientation Opening Ceremony	LECTURE: Japanese Management-1	Guidance for Final Report Presentation
8 (Tue.)	LECTURE: Japanese Management-2		
9 (Wed.)	CASE STUDY: Marketing Strategy * Discussion on management policy and strategy using cases of companies both in Japan and abroad		
10 (Thu.)	STUDY TOUR	COMPANY VISIT: Management Strategy	
11 (Fri.)		COMPANY VISIT: Corporate Philosophy	
12 (Sat.)	Day off		
13 (Sun.)	Day off		
14 (Mon.)	CASE STUDY: Organization and Human Resource Management * Discussion on management policy and strategy using cases of companies both in Japan and abroad		
15 (Tue.)	CASE STUDY: Corporate Finance * Discussion on management policy and strategy using cases of companies both in Japan and abroad		
16 (Wed.)	CASE STUDY: Business Ethics * Discussion on management policy and strategy using cases of companies both in Japan and abroad		
17 (Thu.)	LECTURE: Corporate Strategy	CASE STUDY: Corporate Social Responsibility (CSR)	
18 (Fri.)	LECTURE: Corporate Management	Final Report Presentation Evaluation of the Program Closing Ceremony	
19 (Sat.)	(Departure from Japan)		

Remarks: (1) The above schedule is subject to change due to 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 Sundays are days off in general, lectures may be scheduled if deemed necessary.

7. ACCOMMODATION:

During the training period, participants will be accommodated at a HIDA Kenshu Center. HIDA will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that HIDA Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 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 a HIDA Kenshu Center. The suggested amounts may vary otherwise.

8. TRAINING COSTS:

8.1) Application from host companies in Japan

In applying for this program, please contact 'Training Administration Group' listed in 10. FURTHER INFORMATION.

8.2) Application from overseas countries

1) Outline

HIDA 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 HIDA 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 Estimate of the Participation Fee depends on your countries and regions. (*Please refer to Table 1 "List of Target Countries and Regions")

The Estimate of the Participation Fee for the countries of Category 1* is shown in Table 2-1 /Table 2-2, and the one for the countries in Category 2* is shown in Table 3-1 /Table 3-2.

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 HIDA in cash after his/her arrival in Japan.

(1) The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs (2-(1)). The Contribution to Allowance Costs is not set up for the participants from the countries in Category 2.

(2) The Contribution to Course Implementation Costs is ¥148,000 for a 2-week HIDA 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 Limits (the HIDA's Standard Airfare Limits for FY2014 is shown in Table 4.).
- 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, HIDA 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 HIDA Kenshu Center

- HIDA will provide a participant with accommodation to the value of ¥8,850 per day with meals (lunch, dinner and breakfast), while the participant stays at a HIDA Kenshu Center.
- For the arrival day, HIDA will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at a HIDA Kenshu Center.

c. Personal Allowance

- HIDA will pay ¥820 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week HIDA Management Training Program, is ¥337,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and HIDA Kenshu Center
- HIDA will pay ¥5,260 in cash to a participant for the cost of travel between Narita international Airport (Tokyo) and HIDA Tokyo Kenshu Center (TKC).

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

The following allowances and expenses will be paid in cash as per Table 2 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥820 x staying days)
- (3) Meal Allowance for the study tour (**Each participant is requested to pay for meals during the study tour from this Allowance.**)
- (4) Domestic Travel Allowance

4. Contribution to HIDA's Administration Cost

HIDA would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to HIDA's Administration Cost.

This contribution is not obligatory, however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money.

[Table 1] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

<i>Category 2*</i>	<i>Category 1*</i>	
Afghanistan	Albania	Maldives
Angola	Algeria	Marshall Islands
Bangladesh	▪ Anguilla	Mauritius
Benin	Antigua and Barbuda	Mexico
Bhutan	Argentina	Micronesia, Federated States
Burkina Faso	Armenia	Moldova
Burundi	Azerbaijan	Mongolia
Cambodia	Belarus	Montenegro
Central African Rep.	Belize	▪ Montserrat
Chad	Bolivia	Morocco
Comoros	Bosnia and Herzegovina	Namibia
Congo, Dem. Rep.	Botswana	Nauru
Djibouti	Brazil	Nicaragua
Equatorial Guinea	Cameroon	Nigeria
Eritrea	Cape Verde	Niue
Ethiopia	Chile	Pakistan
Gambia	China	Palau
Guinea	Colombia	Panama
Guinea-Bissau	Congo, Rep.	Papua New Guinea
Haiti	Cook Islands	Paraguay
Kiribati	Costa Rica	Peru
Laos	Côte d'Ivoire	Philippines
Lesotho	Cuba	Serbia
Liberia	Dominica	Seychelles
Madagascar	Dominican Republic	South Africa
Malawi	Ecuador	South Sudan
Mali	Egypt	Sri Lanka
Mauritania	El Salvador	▪ St. Helena
Mozambique	Fiji	St. Kitts-Nevis
Myanmar	Gabon	St. Lucia
Nepal	Georgia	St. Vincent and Grenadines
Niger	Ghana	Suriname
Rwanda	Grenada	Swaziland
Samoa	Guatemala	Syria
Sao Tome and Principe	Guyana	Tajikistan
Senegal	Honduras	Thailand
Sierra Leone	India	▪ Tokelau
Solomon Islands	Indonesia	Tonga
Somalia	Iran	Tunisia
Sudan	Iraq	Turkey
Tanzania	Jamaica	Turkmenistan
Timor-Leste	Jordan	Ukraine
Togo	Kazakhstan	Uruguay
Tuvalu	Kenya	Uzbekistan
Uganda	Kosovo	Venezuela
Vanuatu	Kyrgyz Rep.	Viet Nam
Yemen	Lebanon	▪ Wallis and Futuna
Zambia	Libya	West Bank and Gaza Strip (Palestinian Authority)
	Macedonia, Former Yugoslav	Zimbabwe
	Malaysia	

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia, Barbados, Oman, Trinidad and Tobago, Croatia

Developing Countries (Category 1): According to the DAC list of ODA recipients effective from 2011, these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

[Table 2-1] Estimate of the Training Costs <SUMMARY>

*Case of the Country of Category 1 : Thailand (Bangkok - Narita Round Trip)

(Japanese Yen)

Training Cost Item		Amount	Cost Share	
			HIDA's Share	Participation Fee
(1) Allowance Costs	(a) International Traveling Expenses	66,700	130,260 (2/3)	65,130 (1/3)
	(b) Accommodation and Meal Allowances	118,030		
	(c) Personal Allowance	10,660		
	Sub Total	195,390		
(2) Course Implementation Costs		337,000	189,000	148,000
(3) Domestic Travel Allowance in Japan		5,260	5,260	0
Total Training Costs		537,650	324,520	213,130

Note 1 : International Traveling Expenses prepaid by the Participant will be paid in cash to the Participant by HIDA after his/her arrival in Japan by the way of deduction from Participation Fee.

Note 2 : If you have any question about the Training Cost and Participation Fee, please feel free to contact us by filling in a form of the following webpage.
<https://www.hidajapan.or.jp/jp/contact/form/index/10>

[Table 2-2] Estimate of the Fees and Costs [the Country of Category 1]**Country: Thailand****International Travel Expenses: Bangkok - Narita /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 1/3	65,130	42,897
(2) Contribution to Course Implementation Costs		148,000	148,000
Total		213,130	190,897

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		66,700	0 [1]
b. Accommodation and Meal Allowances			
at the HIDA Kenshu Center @ 8,030 x 1 day =		8,030	8,030 (paid in kind)
(Arrival Day)			
@ 8,850 x 11 days =		97,350	97,350 (paid in kind)
during the study tour			
Meal Allowance @ 2,570 x 1 day(s) =		2,570	2,570 [3]
Accommodation Allowance @ 10,080 x 1 day(s) =		10,080	10,080 (paid in kind)
c. Personal Allowance @ 820 x 13 days =		10,660	10,660 [2]
Sub Total		195,390	128,690 [A]
(2) Course Implementation Costs		337,000	337,000
(3) Domestic Travel Allowance (Narita Airport - TKC)		5,260	5,260 [4]
Total		537,650	470,950

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

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

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	66,700	0
(2) Personal Allowance	[2]	10,660	10,660
	[SUM1]	77,360	10,660
(3) Meal Allowance during the study tour	[3]	2,570	2,570
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	7,830	7,830
Total =[SUM1]+[SUM2]		85,190	18,490

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

[Table 3-1] Estimate of the Training Costs <SUMMARY>

*Case of the Country of Category 2 : Bangladesh (Dhaka - Narita Round Trip)

(Japanese Yen)

Training Cost Item			Cost Share	
			HIDA's Share	Participation Fee
(1) Allowance Costs	(a) International Traveling Expenses	129,800	258,490	0
	(b) Accommodation and Meal Allowances	118,030		
	(c) Personal Allowance	10,660		
	Sub Total	258,490		
(2) Course Implementation Costs		337,000	189,000	148,000
(3) Domestic Travel Allowance in Japan		5,260	5,260	0
Total Training Costs		600,750	452,750	148,000

Note 1 : International Traveling Expenses prepaid by the Participant will be paid in cash to the Participant by HIDA after his/her arrival in Japan by the way of deduction from Participation Fee.

Note 2 : If you have any question about the Training Cost and Participation Fee, please feel free to contact us by filling in a form of the following webpage.

<https://www.hidajapan.or.jp/jp/contact/form/index/10>

[Table 3-2] Estimate of the Fees and Costs [the Country of Category 2]**Country: Bangladesh****International Travel Expenses: Bangladesh - Narita /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		148,000	148,000
Total		148,000	148,000

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		129,800	0 [1]
b. Accommodation and Meal Allowances			
at the HIDA Kenshu Center	@ 8,030 x 1 day =	8,030	8,030 (paid in kind)
	(Arrival Day)		
	@ 8,850 x 11 days =	97,350	97,350 (paid in kind)
during the study tour			
Meal Allowance	@ 2,570 x 1 day(s) =	2,570	2,570 [3]
Accommodation Allowance	@ 10,080 x 1 day(s) =	10,080	10,080 (paid in kind)
c. Personal Allowance	@ 820 x 13 days =	10,660	10,660 [2]
Sub Total		258,490	128,690 [A]
(2) Course Implementation Costs		337,000	337,000
(3) Domestic Travel Allowance	(Narita Airport - TKC)	5,260	5,260 [4]
Total		600,750	470,950

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

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

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	129,800	0
(2) Personal Allowance	[2]	10,660	10,660
	[SUM1]	140,460	10,660
(3) Meal Allowance during the study tour	[3]	2,570	2,570
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	7,830	7,830
Total =[SUM1]+[SUM2]		148,290	18,490

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

[Table 4] Standard Airfare Limits (FY 2014)

*Mark indicates the countries of cartegory 2.

Unit: Japanese Yen

Area	Country	Place of Deprture	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	98,200
		Manado	Tokyo/Osaka	87,800
		Surabaya	Tokyo/Osaka	104,400
		Medan	Tokyo/Osaka	106,200
	*Cambodia	Phnom Penh	Tokyo/Osaka	106,600
	Singapore	Singapore	Tokyo/Osaka	67,800
	Thailand	Bangkok	Tokyo/Osaka	66,700
			Chiang Mai	Tokyo/Osaka
	Philippines	Cebu	Tokyo	56,600
			Osaka	54,500
		Manila	Tokyo	55,000
			Osaka	41,800
	Davao	Tokyo	63,900	
		Osaka	61,900	
	Vietnam	Ho Chi Minh City	Tokyo	96,300
			Osaka	103,000
		Hanoi	Tokyo	98,400
			Osaka	96,000
	Da Nang	Tokyo/Osaka	103,000	
	Malaysia	Kuala Lumpur	Tokyo/Osaka	57,900
		Kota Kinabalu	Tokyo	85,700
Osaka			80,700	
Penang		Tokyo	107,100	
	Osaka	100,000		
*Myanmar	Yangon	Tokyo/Osaka	114,100	
*Laos	Vientiane	Tokyo/Osaka	101,400	
Northeast Asia	Mongolia	Ulan Bator	Tokyo	139,500
		Osaka	142,000	
Middle Asia	*Afghanitan	Kabul	Tokyo/Osaka	343,000
		Osaka	226,900	
	Uzbekistan	Tashkent	Tokyo	226,900
		Osaka	204,000	
Kazakhstan	Almaty	Tokyo	241,900	
		Osaka	225,200	
Tajikistan	Dushanbe	Tokyo	166,000	
		Osaka	175,200	
South Asia	India	Calcutta	Tokyo/Osaka	105,500
		Cochin	Tokyo/Osaka	74,300
		Chennai	Tokyo/Osaka	75,700
		Thiruvananthapuram	Tokyo/Osaka	134,000
		Delhi	Tokyo/Osaka	81,100
		Hyderabad	Tokyo/Osaka	77,300
		Mumbai	Tokyo/Osaka	81,100
		Ahmedabad	Tokyo/Osaka	132,800
		Coimbatore	Tokyo/Osaka	131,600
	Pune	Tokyo/Osaka	98,100	
	Sri Lanka	Colombo	Tokyo	53,500
			Osaka	53,600
	*Nepal	Kathmandu	Tokyo/Osaka	114,000
	Pakistan	Karachi	Tokyo	73,900
			Osaka	80,300
		Lahore	Tokyo	73,900
			Osaka	80,300
	Islamabad	Tokyo	73,900	
		Osaka	80,300	
	*Bangladesh	Dhaka	Tokyo	129,800
			Osaka	112,000
Chittagong			Tokyo	157,800
Osaka	136,500			
Moldives	Male	Tokyo/Osaka	238,700	
Oceania	*Samoa	Apia	Tokyo/Osaka	101,700
	*Vanuatu	Port Vila	Tokyo/Osaka	153,800
	Papua New Guinea	Port Moresby	Tokyo/Osaka	196,700
	Fiji	Nadi	Tokyo/Osaka	102,500
Middle East	Azerbaijan	Baku	Tokyo/Osaka	288,600
	Yemen	Sanaa	Tokyo/Osaka	152,500
	Iran	Tehran	Tokyo/Osaka	235,600
		Tabriz	Tokyo/Osaka	199,200
	Jordan	Amman	Tokyo/Osaka	215,800
	Syria	Damascus	Tokyo/Osaka	62,500
Lebanon	Beirut	Tokyo/Osaka	267,500	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	199,500
		Montevideo	Tokyo/Osaka	187,500
	Ecuador	Quito	Tokyo/Osaka	235,200
	El Salvador	San Salvador	Tokyo/Osaka	205,400
	Guatemala	Guatemala City	Tokyo/Osaka	205,400
	Costa Rica	San Jose	Tokyo/Osaka	220,900
	Colombia	Bogota	Tokyo/Osaka	222,900
		Medellin	Tokyo/Osaka	222,900
	Jamaica	Kingston	Tokyo/Osaka	285,500
		Montego Bay	Tokyo/Osaka	285,500
	Chile	Santiago	Tokyo/Osaka	240,100
	Dominican Republic	Santo Domingo	Tokyo/Osaka	285,500
	Nicaragua	Managua	Tokyo/Osaka	224,100
	*Haiti	Port Au Prince	Tokyo/Osaka	285,500
	Panama	Panama City	Tokyo/Osaka	241,000
	Paraguay	Asuncion	Tokyo/Osaka	155,500
	Brazil	Sao Paulo	Tokyo/Osaka	276,900
	Venezuela	Caracas	Tokyo/Osaka	250,700
	Peru	Lima	Tokyo/Osaka	163,300
	Bolivia	La Paz	Tokyo/Osaka	229,300
	Honduras	Tegucigalpa	Tokyo/Osaka	205,400
Mexico	Guadalajara	Tokyo/Osaka	235,400	
		Mexico City	Tokyo/Osaka	143,900
	Mazatlan	Tokyo/Osaka	215,700	
	San Luis Potosi	Tokyo/Osaka	215,700	
	Monterrey	Tokyo/Osaka	164,700	
	Morelia	Tokyo/Osaka	211,800	
Cancun	Tokyo/Osaka	213,000		
Africa	Algeria	Algiers	Tokyo/Osaka	193,400
	*Uganda	Entebbe	Tokyo/Osaka	121,700
	Egypt	Cairo	Tokyo/Osaka	93,200
	*Ethiopia	Addis Ababa	Tokyo/Osaka	189,800
	Ghana	Accra	Tokyo/Osaka	248,200
	Cameroon	Douala	Tokyo/Osaka	265,900
		Yaounde	Tokyo/Osaka	267,900
	Kenya	Nairobi	Tokyo/Osaka	204,600
	*Zambia	Lusaka	Tokyo/Osaka	155,800
		Ndola	Tokyo/Osaka	316,200
	Zimbabwe	Harare	Tokyo/Osaka	170,100
	*Sudan	Khartoum	Tokyo/Osaka	158,100
	Seychelles	Mahe Island	Tokyo/Osaka	143,300
	*Senegal	Dakar	Tokyo/Osaka	284,900
	*Tanzania	Dar Es Salaam	Tokyo/Osaka	156,300
	Tunisia	Tunis	Tokyo/Osaka	128,600
	Nigeria	Lagos	Tokyo/Osaka	175,400
	Namibia	Windhoek	Tokyo/Osaka	145,100
	Botswana	Gaborone	Tokyo/Osaka	119,200
	*Madagascar	Antananarivo	Tokyo/Osaka	169,700
	*Mozambique	Maputo	Tokyo/Osaka	128,100
Mauritius	Mauritius	Tokyo/Osaka	134,400	
*Mauritania	Nouakchott	Tokyo/Osaka	189,300	
Morocco	Casablanca	Tokyo/Osaka	212,700	
South Africa	Johannesburg	Tokyo/Osaka	120,700	
*Malawi	Lilongwe	Tokyo/Osaka	222,400	
Libya	Tripoli	Tokyo/Osaka	70,500	
Europe	Ukraine	Kiev	Tokyo/Osaka	75,400
	Serbia	Belgrade	Tokyo/Osaka	153,700
	Montenegro	Podgorica	Tokyo/Osaka	142,600
	Turkey	Istanbul	Tokyo/Osaka	75,600
		Antalya	Tokyo/Osaka	79,900
		Izmir	Tokyo/Osaka	78,900
	Macedonia	Skopje	Tokyo/Osaka	123,100
Bulgaria	Sofia	Tokyo/Osaka	97,100	

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 HIDA 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 HIDA'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, HIDA might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

HIDA 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) HIDA 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 HIDA.**

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 HIDA 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 a HIDA training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

HIDA handles personally identifiable information we have obtained from the applicant as follows:

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs Department, The Overseas Human Resources and Industry Development Association (HIDA)

Group in charge: General Affairs Group, General Affairs Department, HIDA

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

- (3) 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 HIDA's privacy policy, please visit below website.

<http://www.hidajapan.or.jp/en/policy/privacy.html>

10. FURTHER INFORMATION:

Training Administration Department of HIDA

Application from overseas countries: Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	shouhei@hidajapan.or.jp

Application from host companies in Japan: Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055

OVERSEAS OFFICES

1. Bangkok Office / (Senior Deputy Representative) Mr. Shinya Kubota
Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330
TEL: 66-2-255-2370
FAX: 66-2-255-2372
E-mail: training@hidabkk.com

2. Jakarta Office / (Representative) Mr. Takuya Shimura
3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310
TEL: 62-21-230-1820~1
FAX: 62-21-230-1831
E-mail: hidajkt@hidajapan.or.id

3. New Delhi Office / (Representative) Mr. Satoru Mitani
4th Floor, Rectangle No.1, Behind Saket Sheraton Hotel, Commercial Complex D4, Saket New Delhi, 110017
TEL: 91-11-4051-4000
FAX: 91-11-4051-4052
E-mail: info@hidajapan.in

Pre-training Report
 - The Executive Program on Corporate management -
 [EPCM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. HIDA 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.

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

(<http://www.hidajapan.or.jp/jp/ikusei/management/files/14epcm-e.doc>)

1. Your name	
2. Name of your country	
3. Name of your 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 (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	

(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 HIDA 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 HIDA 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 = 102 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD =102 JPY

Question 6:

The HIDA training program costs about 5,900 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,900 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 (5,500 USD) is defined as “1”, describe the benefits obtained from the HIDA 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 [_____]

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