

May 2014

Program Outline

&

Participation Requirements

of

The Program for Quality Management

[PQM]

17 September – 1 October 2014

1. BACKGROUND OF THE PROGRAM:

The Program for Quality Management (PQM) is one of the management training courses which is conducted by the Overseas Human Resources and Industry Development Association (HIDA), designed 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 upgrade the participants' capabilities of implementing a quality oriented management system.

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, senior managers who are responsible for quality development and management as well as its improvement in their whole organization. Middle managers who are in key positions to promote TQM or expected to play the role above in the future may also be accepted.
- (2) Participants should be between 25 and 55 years of age, with 1 year or more of professional experience in the field of quality control/management.
- (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 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 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 Training Administration Group of HIDA by submitting the required documents to reach Training Administration Group of HIDA by **no later than 7 July 2014**.

5-2) Application from overseas countries

Applicants should apply to Management Training Administration Group of HIDA by submitting the following documents to reach Management Training Administration Group of HIDA by **no later than 7 July 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 7 August 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 7 July 2014, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

-OBJECTIVES

The objectives of the program are to enable participants to promote TQM (total quality management), which aims to enhance customer satisfaction through improvement of the quality of products and services, by mastering the concept, methodology, and promotion methods of TQM.

-KEY BENEFITS

By the end of this program, participants will be able to:

- (1) Understand the conceptual framework (including historical background) to TQM,
- (2) Understand the basic theory of quality and management,
- (3) Comprehend the concepts and implementation methods of the major TQM elements, including policy management, daily management, QC circles, quality assurance, quality improvement,
- (4) Comprehend the key success factors of companies effectively applying TQM, and
- (5) Gain new insights into the roles and responsibilities of managers in promoting TQM.

- DURATION

17 September – 1 October 2014 (2 weeks)

-CONTENTS

The curriculum is designed to effectively enhance participants' capabilities to promote TQM, following the steps below.

【Step 1】

Lecturers will explain the framework and characteristics of TQM activities originated in Japan and also acquaint participants with cultural aspects of TQM.

【Step 2】

Participants will be introduced to the major TQM elements such as management by policy, daily management, quality assurance and quality improvement. Not only through lectures but also through visiting several Japanese companies (some during a study tour) and observing practical examples, they will gain further understanding about the promotion of TQM, from introduction to thorough implementation, and the application of the major TQM elements.

【Step 3】

Participants will deepen their insights into the role of top management in TQM promotion and leadership and discuss the human aspects of TQM. As a wrap-up of the course, they will make presentations about their action plans and their own role after going back to their respective companies.

<Practical group discussions to map out an action plan>

In tandem with Steps 1 to 3, participants will hold group discussions. Within each group, participants will review the essence of lectures and discuss useful points, considering the situation of their own company. Participants will draft an action plan, which should be designed to suit their own work environment, by applying what they learnt about TQM introduction and promotion activities from the lectures and company visits. Participants should make their plan as practical and concrete/specific as possible. The results of the group discussions will be presented on the last day of the course.

Note: Participants are requested to bring any supporting information and data related to their own problems to make discussions more effective and realistic. Such data should be listed up in their pre-training report.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions and special Saturday sessions may also be organized as well as identified above.

Please refer to the Tentative Schedule on page 5.

-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.

-COURSE DIRECTORS

Dr. Noriaki Kano

Professor Emeritus, Tokyo University of Science

Board Member, Komatsu Co., Ltd.

Honorary Chairperson, Asian Network for Quality (ANQ)

Chairperson, Deming Prize for Individuals Selection Committee

Academician, International Academy for Quality (IAQ)

Fellow member, the American Society for Quality (ASQ)

Foreign Adviser, China Association for Quality (CAQ)

Board Member, Union of Japanese Scientists and Engineers (JUSE)

Committee Member, Deming Application Prize (1978-2010), Chairperson (2004-2007)
President, Japanese Society for Quality Control (JSQC) (2000-2002), honorary member (2010-)
Auditor, Sekisui Chemical Co., Ltd. (2003-2009)
Chair Professor, Chung Yuan Christian University (Taiwan) (2006-2012)
Board Member, The Overseas Human Resources and Industry Development Association (HIDA) (2007-2012)

Dr. Kano is one of the most prominent figures in the TQM field in Japan. His numerous research results, such as “The House of TQM” and “Attractive Quality and Must-Be Quality (Kano Model)”, and “The Task Achieving QC Story” have brought him an international reputation. He has published more than 300 research papers and books. He is renowned throughout the world as the founder of the “Kano Model.” He was awarded the 1997 Deming Prize for Individuals by the Deming Prize Committee (JUSE), the 1997 Deming Lecturer by the American Statistical Association (ASA), the 2002 E. Jack Lancaster Medal and the 2006 E. L. Grant Medal by the American Society for Quality (ASQ), and the 2009 Distinguished Service Medal, the highest distinction for service from ASQ for the lifetime contribution to the quality movement. In 2009, the Kano Quality Award was established by the Technology Promotion Association in Thailand for excellent and successful companies in management based on TQM. In 2010, Ishikawa-Kano Award named after Dr. Kano has been established by the Asian Network for Quality (ANQ) for individuals who have made great contribution to the development of quality in Asia.

Mr. Yukihiro Ando

TQM Consultant

Lead Examiner, the Deming Prize Committee

Board member of the Japanese Society of Quality Control (JSQC)

Honorary Advisor, Saitama Region QC Circle

Visiting Professor, the Okuma School of Public Management, Waseda University (2004-2005)

Mr. Yukihiro Ando has been offering his expertise as a TQM consultant for many years to a large number of companies in both manufacturing and service sectors both at home and abroad, of which 25 companies have been awarded the Deming Application Prizes. He is a lecturer for quality management seminars held by organizations such as the Union of Japanese Scientists and Engineers, and has established a reputation as a lecturer who gives practical, enjoyable lectures. He has published many books on TQM. He was awarded the 1987 and 1997 Nikkei QC Literature Prizes, and the 2010 Distinguished Service Award for Promoting Quality Control from the Japan Society for Quality Control. His book published in 2010 “Daily Management - The TQM way” was awarded 2011 Masing Medal from International Academy for Quality.

-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 Program for Quality Management [PQM]**

17 September – 1 October 2014 HIDA Tokyo Kenshu Center < To be determined >

Date	Morning Session	Afternoon Session	Evening
16 Sep. (Tue.)	Arrival in Japan		
17 (Wed.)	Orientation Opening Ceremony	Lecture: Concept of TQM (1) -Overview of TQM-	Lecture & Group Discussion: Instruction Guidance, Group Discussion and Group Consultation (1)
18 (Thu.)	Lecture: Concept of TQM (2) -Theory of Quality-	Lecture: Concept of TQM (3) -Theory of Improvement-	Group Discussion and Group Consultation (2)
19 (Fri.)	Lecture: Concept of TQM (4) -Theory of Quality Management-	Lecture: TQM Vehicles (1) -Daily Management-	Group Discussion and Group Consultation (3)
20 (Sat.)	Lecture: TQM Vehicles (2) -Management by Policy-		Group Discussion and Group Consultation (4)
21 (Sun.)	Day off		
22 (Mon.)	Lecture: TQM Vehicles (3) -QC Circles-	Company Visit: Examples of QC Circle Activities	Group Discussion (including presentation)
23 (Tue.)	Lecture: The Promotion of TQM	Lecture: Fact Control Method -Having Knowledge of Treating Data-	Group Discussion (including presentation)
24 (Wed.)	Lecture: Quality Assurance		Move to Study Tour
25 (Thu.)	Study Tour	Company Visit: Examples of TQM Promotion	Company Visit: Examples of TQM Promotion
26 (Fri.)		Company Visit: Examples of Quality Assurance	
27 (Sat.)	Day off		
28 (Sun.)	Day off		
29 (Mon.)	Company Visit: The Promotion of TQM		
30 (Tue.)	Preparation for Final Report Presentation	Distance Lecture: Corporate TQM Promotion in Thailand	
1 Oct (Wed.)	Final Report Presentation	Final Report Presentation / Evaluation of the Program	Closing Ceremony
2 (Thu.)	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.

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 Estimates 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 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 (¥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	149,600 (2/3)	74,800 (1/3)
	(b) Accommodation and Meal Allowances	144,580		
	(c) Personal Allowance	13,120		
	Sub Total	224,400		
(2) Course Implementation Costs		337,000	189,000	148,000
(3) Domestic Travel Allowance in Japan		5,260	5,260	0
Total Training Costs		566,660	343,860	222,800

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	74,800	52,567
(2) Contribution to Course Implementation Costs		148,000	148,000
Total		222,800	200,567

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 14 days =	123,900	123,900 (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 16 days =	13,120	13,120 [2]
Sub Total		224,400	157,700 [A]
(2) Course Implementation Costs		337,000	337,000
(3) Domestic Travel Allowance	(Narita Airport - TKC)	5,260	5,260 [4]
Total		566,660	499,960

[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]	13,120	13,120
	[SUM1]	79,820	13,120
(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]		87,650	20,950

*[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	
	(b) Accommodation and Meal Allowances	144,580	
	(c) Personal Allowance	13,120	
	Sub Total	287,500	0
(2) Course Implementation Costs	337,000	189,000	148,000
(3) Domestic Travel Allowance in Japan	5,260	5,260	0
Total Training Costs		629,760	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: Dhaka - Narita /Japan, Roundtrip**
Management Training Course: 2 -week Course**1. Participation Fee (Contributions from Participant)**

		(Japanese Yen)	
		With International	Without International
		Travel Expenses subsidy	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	Without International
		Travel Expenses subsidy	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 14 days =	123,900	123,900 (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 16 days =	13,120	13,120 [2]
Sub Total		287,500	157,700 [A]
(2) Course Implementation Costs		337,000	337,000
(3) Domestic Travel Allowance	(Narita Airport - TKC)	5,260	5,260 [4]
Total		629,760	499,960

[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	Without International
		Travel Expenses subsidy	Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	129,800	0
(2) Personal Allowance	[2]	13,120	13,120
	[SUM1]	142,920	13,120
(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]		150,750	20,950

*[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 category 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	115,700
	Philippines	Cebu	Tokyo	56,600
			Osaka	54,500
		Manila	Tokyo	55,000
			Osaka	41,800
	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	
North East Asia	Mongolia	Ulan Bator	Tokyo	139,500
		Osaka	142,000	
Middle Asia	*Afghanitan	Kabul	Tokyo/Osaka	343,000
	Uzbekistan	Tashkent	Tokyo	226,900
		Osaka	204,000	
	Kazakhstan	Almaty	Tokyo	241,900
Osaka		225,200		
Tajikistan	Dushanbe	Tokyo	166,000	
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	

Area	Country	Place of Deprture	Place of Arrival	Airfare Limit
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	199,500
	Uruguay	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.
- d) **Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.**

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 & Planning Department,
The Overseas Human Resources and Industry Development Association (HIDA)
Group in charge: General Affairs Group, General Affairs & Planning 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:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Management Training Administration Group	Tel: 81-3-3549-3051
	Fax: 81-3-3549-3055
	E-mail: shouhei@hidajapan.or.jp

Application from host companies in Japan:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Training Administration Group	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: 91-11-6654-4000 FAX: 91-11-6654-4052 E-mail: info@hidajapan.in

PRE-TRAINING REPORT
 - The Program for Quality Management-
 [PQM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. 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/14pqm-e.doc>)

Note: The Pre-Training Report will be also used as a reference material in the screening process of applicants.

1. Your name	
2. Country	
3. Name of your company / organization	
4. Outline of your organization (preferably by attaching a brochure of the organization) 4-1. Year of establishment 4-2. Number of employees 4-3. Annual sales 4-4. Products/Services	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Present managerial activities for quality improvement in your organization</p>	
<p>8. Most critical issues* you are now facing in your quality management activities, indicating their causes from your viewpoint</p> <p>* <u>a) Issues to be solved/Improved/Created etc./ What you want to realize in your organization.</u> e.g. Reduce complaints/claims Reduce defectives/ reworks Shorten new products development periods Reduce reworks in New product developments Reduce variation in a characteristics of +++ Reduce rejects in incoming inspection/ Improve venders' quality Improve training system. Improve on time delivery. Improve stability of a process. Activate QC Circles</p> <p><u>b) List of any supporting information and data related to your own issues that you will bring to this course.</u></p>	

9. The stage of TQM promotion in your company / organization	Please check (x) as appropriate.	The stage of TQM promotion
		1. Planning to introduce TQM
		2. Under preparation to introduce
		3. Within 2 years after the introduction
		4. More than 2 years after the introduction
		5. Before planning of the introduction of TQM
		6. No plan
<p>If you check 1, 2, 3 or 4, please answer the following question.</p> <p><input type="checkbox"/>. What is the particular objective of the adoption of TQM?</p>		

Name _____

Questionnaire

1. Level of Comprehension for Quality Management

Please indicate the level of your comprehension by checking the appropriate boxes.

Level a : You can explain what it is to others. Or you have ever applied it in your work.

Level b : You know what it is. Or you have ever learned it in school or by yourself.

Level c : You do not know it well. Or you have never heard of it.

No.	Subject	Comprehension		
		a	b	c
1	Check Sheet			
2	Histogram			
3	Cause and Effect Diagram			
4	Pareto diagram			
5	Scatter diagram			
6	Stratification			
7	Control Chart			
8	Affinity diagram			
9	Relation diagram			
10	Tree diagram			
11	Matrix diagram			
12	Arrow diagram			
13	PDPC			
14	Normal distribution			
15	Standard deviation			
16	3-Sigma rule			
17	Process capability			
18	Regression analysis			
19	Design of experiment			
20	Orthogonal array			
21	Taguchi methods			
22	Sampling inspection			
23	PDCA cycle/SDCA Cycle			
24	SOP/ Work (operation) standard			
25	Problem Solving QC Story			
26	Task Achieving QC Story			
27	Daily management			
28	Cross Functional management			
29	Policy Management (<i>Hoshin kanri</i>)			
30	Quality table/ Quality deployment/Quality function deployment			
31	QC circle			
32	ISO 9001			

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 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 (5,900 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 [_____]

End of document