

**April 2015**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Executive Program on Corporate Management**

**[EPCM]**

**27 July – 7 August 2015**

## 1. BACKGROUND OF THE PROGRAM:

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 among 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 Japan's first technical cooperation organization on a private sector basis. More than 174,000 individuals from 170 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2013 exceeded 194,000.

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.

## 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:

25 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, in principle, between 30 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 and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA management training programs (ODA-funded programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in 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) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in the HIDA management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than HIDA can accept.

## 5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. Please see below for details.

### 5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of HIDA listed in Item 10, **no later than 22 May 2015.**

#### [Application Documents]

- (1) HIDA Training Application Form and Applicant's Personal Record  
(HIDA official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (HIDA official form: Handwriting shall be avoided.)
- (3) 2 copies of the applicant's photo (4 cm×3 cm) (Please write the applicant's name on the back.)
- (4) A brochure of the applicant's company/organization
- (5) Photocopy of the applicant's passport  
\*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
- (6) Pre-Training Report
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (HIDA official form)  
\*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (HIDA official form)  
\*In principle, a representative of the applicant's employer shall fill in the questionnaires.  
\*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

#### Notes:

\*A soft copy of the application documents will not be accepted.

\*HIDA may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

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

### 5-2) 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 ensure the delivery of application documents to the Training Administration Group of HIDA, the address of which appears in Item 10, **no later than 22 May 2015.**

#### **[Screening Committee Meeting]**

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **25 June 2015**, 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 22 May 2015, 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 mainly, and
- (2) To enhance participants' capabilities as executives through discussions on corporate philosophy and strategy.

### - DURATION

27 July – 7 August 2015 (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. 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

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

27 July – 7 August 2015 HIDA Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session	Afternoon Session	
26 July (Sun.)	(Arrival in Japan)		
27 (Mon.)	Orientation Opening Ceremony	LECTURE: Japanese Management	Guidance for Final Report Presentation
28 (Tue.)	LECTURE: Competitive Strategy		
29 (Wed.)	CASE STUDY*: Marketing Strategy		
30 (Thu.)	CASE STUDY*: Organization and Human Resource Management		
31 (Fri.)	CASE STUDY*: Corporate Finance		
1 Aug. (Sat.)	Day off		
2 (Sun.)	Day off		
3 (Mon.)	STUDY TOUR	COMPANY VISIT: Management Strategy	
4 (Tue.)		COMPANY VISIT: Corporate Philosophy	
5 (Wed.)		COMPANY VISIT: Organization and Human Resource Management	
6 (Thu.)	CASE STUDY*: Business Ethics		
7 (Fri.)	LECTURE: Corporate Management	Final Report Presentation Evaluation of the Program Closing Ceremony	
8 (Sat.)	(Departure from Japan)		

\* CASE STUDY: Discussion on management policy and strategy using cases of companies both in Japan and abroad

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. Arrival and Departure Dates:

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.

## 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 FY2015 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

- 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), 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.
- 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 the day of closure.

#### **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 ¥350,000.

### **(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 1*</i>		<i>Category 2*</i>
Albania	Maldives	Afghanistan
Algeria	Marshall Islands	Angola
Antigua and Barbuda	Mauritius	Bangladesh
Argentina	Mexico	Benin
Armenia	Micronesia	Bhutan
Azerbaijan	Moldova	Burkina Faso
Belarus	Mongolia	Burundi
Belize	Montenegro	Cambodia
Bolivia	Montserrat	Central African Rep.
Bosnia and Herzegovina	Morocco	Chad
Botswana	Namibia	Comoros
Brazil	Nauru	Congo, Dem. Rep.
Cabo Verde	Nicaragua	Djibouti
Cameroon	Nigeria	Equatorial Guinea
Chile	Niue	Eritrea
China	Pakistan	Ethiopia
Colombia	Palau	Gambia
Congo	Panama	Guinea
Cook Islands	Papua New Guinea	Guinea-Bissau
Costa Rica	Paraguay	Haiti
Côte d'Ivoire	Peru	Kiribati
Cuba	Philippines	Laos
Dominica	Samoa	Lesotho
Dominican Republic	Serbia	Liberia
Ecuador	Seychelles	Madagascar
Egypt	South Africa	Malawi
El Salvador	Sri Lanka	Mali
Fiji	St. Helena	Mauritania
Gabon	St. Lucia	Mozambique
Georgia	St. Vincent and Grenadines	Myanmar
Ghana	Suriname	Nepal
Grenada	Swaziland	Niger
Guatemala	Syrian Arab Republic	Rwanda
Guyana	Tajikistan	Sao Tome and Principe
Honduras	Thailand	Senegal
India	Tokelau	Sierra Leone
Indonesia	Tonga	Solomon Islands
Iran	Tunisia	Somalia
Iraq	Turkey	South Sudan
Jamaica	Turkmenistan	Sudan
Jordan	Ukraine	Tanzania
Kazakhstan	Uruguay	Timor-Leste
Kenya	Uzbekistan	Togo
Kosovo	Venezuela	Tuvalu
Kyrgyzstan	Viet Nam	Uganda
Lebanon	Wallis and Futuna	Vanuatu
Libya	West Bank and Gaza Strip	Yemen
Macedonia, Former Yugoslav	Zimbabwe	Zambia
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 on 2014, 2015 and 2016 flows, 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	90,000	148,326 (2/3)	74,164 (1/3)
	(b) Accommodation and Meal Allowances	121,830		
	(c) Personal Allowance	10,660		
	Sub Total	222,490		
(2) Course Implementation Costs		350,000	202,000	148,000
(3) Domestic Travel Allowance in Japan		5,260	5,260	0
Total Training Costs		577,750	355,586	222,164

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	74,164	44,164
(2) Contribution to Course Implementation Costs		148,000	148,000
<b>Total</b>		<b>222,164</b>	<b>192,164</b>

**2. Training Costs**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		90,000	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)		
during the study tour	@ 8,850 x 10 days =	88,500	88,500 (paid in kind)
Meal Allowance	@ 2,570 x 2 day(s) =	5,140	5,140 [3]
Accommodation Allowance	@ 10,080 x 2 day(s) =	20,160	20,160 (paid in kind)
c. Personal Allowance	@ 820 x 13 days =	10,660	10,660 [2]
Sub Total		222,490	132,490 [A]
(2) Course Implementation Costs		350,000	350,000
(3) Domestic Travel Allowance (Narita Airport - TKC )		5,260	5,260 [4]
<b>Total</b>		<b>577,750</b>	<b>487,750</b>

[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]	90,000	0
(2) Personal Allowance	[2]	10,660	10,660
	[SUM1]	100,660	10,660
(3) Meal Allowance during the study tour	[3]	5,140	5,140
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	10,400	10,400
<b>Total =[SUM1]+[SUM2]</b>		<b>111,060</b>	<b>21,060</b>

\*[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	122,700	
	(b) Accommodation and Meal Allowances	121,830	
	(c) Personal Allowance	10,660	
	Sub Total	255,190	
(2) Course Implementation Costs		350,000	
(3) Domestic Travel Allowance in Japan		5,260	
Total Training Costs		610,450	
		462,450	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 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
<b>Total</b>		<b>148,000</b>	<b>148,000</b>

**2. Training Costs**

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		122,700	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)		
during the study tour	@ 8,850 x 10 days =	88,500	88,500 (paid in kind)
Meal Allowance	@ 2,570 x 2 day(s) =	5,140	5,140 [3]
Accommodation Allowance	@ 10,080 x 2 day(s) =	20,160	20,160 (paid in kind)
c. Personal Allowance	@ 820 x 13 days =	10,660	10,660 [2]
Sub Total		255,190	132,490 [A]
(2) Course Implementation Costs		350,000	350,000
(3) Domestic Travel Allowance (Narita Airport - TKC )		5,260	5,260 [4]
<b>Total</b>		<b>610,450</b>	<b>487,750</b>

[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]	122,700	0
(2) Personal Allowance	[2]	10,660	10,660
	[SUM1]	133,360	10,660
(3) Meal Allowance during the study tour	[3]	5,140	5,140
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	10,400	10,400
<b>Total =[SUM1]+[SUM2]</b>		<b>143,760</b>	<b>21,060</b>

\*[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 2015)**

\*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	133,400
		Manado	Tokyo/Osaka	112,200
		Surabaya	Tokyo/Osaka	134,200
		Medan	Tokyo/Osaka	115,200
	*Cambodia	Phnom Penh	Tokyo/Osaka	147,000
	Singapore	Singapore	Tokyo/Osaka	82,100
	Thailand	Bangkok	Tokyo/Osaka	90,000
		Chiang Mai	Tokyo/Osaka	143,000
	Philippines	Cebu	Tokyo	66,800
			Osaka	64,400
		Manila	Tokyo	64,900
			Osaka	62,500
		Davao	Tokyo	75,500
	Osaka		73,100	
	Vietnam	Ho Chi Minh City	Tokyo	82,600
			Osaka	96,500
		Hanoi	Tokyo	127,200
			Osaka	127,200
	Malaysia	Kuala Lumpur	Tokyo/Osaka	70,800
			Kota Kinabalu	Tokyo
Penang		Tokyo	138,100	
		Osaka	138,100	
*Myanmar	Yangon	Tokyo/Osaka	141,400	
*Laos	Vientiane	Tokyo/Osaka	119,800	
*Mongolia	Ulan Bator	Tokyo	164,600	
		Osaka	147,600	
Middle Asia	*Afghanitan	Kabul	Tokyo/Osaka	450,000
	Uzbekistan	Tashkent	Tokyo	239,900
		Osaka	237,900	
	Kazakhstan	Almaty	Tokyo	212,200
Osaka			196,900	
South Asia	India	Calcutta	Tokyo/Osaka	143,000
		Cochin	Tokyo/Osaka	112,300
		Chennai	Tokyo/Osaka	102,700
		Thiruvananthapuram	Tokyo/Osaka	112,500
		Bengaluru	Tokyo/Osaka	108,700
		Delhi	Tokyo/Osaka	91,700
		Hyderabad	Tokyo/Osaka	107,500
		Mumbai	Tokyo/Osaka	128,400
		Ahmedabad	Tokyo/Osaka	139,400
		Coimbatore	Tokyo/Osaka	110,600
	Pune	Tokyo/Osaka	132,700	
	Sri Lanka	Colombo	Tokyo	77,100
			Osaka	77,100
	*Nepal	Kathmandu	Tokyo/Osaka	154,600
	Pakistan	Karachi	Tokyo	99,900
			Osaka	95,100
		Lahore	Tokyo	99,900
			Osaka	95,100
	*Bangladesh	Dhaka	Tokyo	122,700
			Osaka	112,300
Chittagong		Tokyo	124,300	
		Osaka	113,900	
Maldives	Male	Tokyo/Osaka	282,000	
Oceania	*Samoa	Apia	Tokyo/Osaka	128,500
	*Vanuatu	Port Vila	Tokyo/Osaka	198,500
	Papua New Guinea	Port Moresby	Tokyo/Osaka	249,600
	Fiji	Nadi	Tokyo/Osaka	126,500
Middle East	Azerbaijan	Baku	Tokyo/Osaka	334,900
	Yemen	Sanaa	Tokyo/Osaka	196,800
		Tehran	Tokyo/Osaka	210,400
	Iran	Tabriz	Tokyo/Osaka	213,700
		Amman	Tokyo/Osaka	255,000
	Syria	Damascus	Tokyo/Osaka	73,200
Lebanon	Beirut	Tokyo/Osaka	345,200	

Area	Country	Place of Deprture	Place of Arrival	Airfare Limit	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,300	
	Uruguay	Montevideo	Tokyo/Osaka	222,700	
	Ecuador	Quito	Tokyo/Osaka	277,800	
	El Salvador	San Salvador	Tokyo/Osaka	285,600	
	Guatemala	Guatemala City	Tokyo/Osaka	285,600	
	Costa Rica	San Jose	Tokyo/Osaka	261,000	
	Colombia	Bogota	Tokyo/Osaka	278,000	
		Medellin	Tokyo/Osaka	278,000	
	Jamaica	Kingston	Tokyo/Osaka	222,700	
		Montego Bay	Tokyo/Osaka	222,700	
	Chile	Santiago	Tokyo/Osaka	337,000	
	Dominican Republic	Santo Domingo	Tokyo/Osaka	222,700	
	Nicaragua	Managua	Tokyo/Osaka	285,600	
	*Haiti	Port Au Prince	Tokyo/Osaka	222,700	
	Panama	Panama City	Tokyo/Osaka	261,000	
	Paraguay	Asuncion	Tokyo/Osaka	250,500	
	Brazil	Sao Paulo	Tokyo/Osaka	425,300	
	Venezuela	Caracas	Tokyo/Osaka	366,200	
	Peru	Lima	Tokyo/Osaka	138,100	
	Bolivia	La Paz	Tokyo/Osaka	227,200	
	Honduras	Tegucigalpa	Tokyo/Osaka	285,600	
	Mexico	Guadalajara	Tokyo/Osaka	194,600	
		Mexico City	Tokyo/Osaka	170,000	
		Mazatlan	Tokyo/Osaka	194,600	
		San Luis Potosi	Tokyo/Osaka	194,600	
		Monterrey	Tokyo/Osaka	194,600	
		Morelia	Tokyo/Osaka	194,600	
		Cancun	Tokyo/Osaka	195,700	
	Africa	Algeria	Algiers	Tokyo/Osaka	231,800
		*Uganda	Entebbe	Tokyo/Osaka	145,300
Egypt		Cairo	Tokyo/Osaka	106,600	
		Alexandria	Tokyo/Osaka	93,500	
*Ethiopia		Addis Ababa	Tokyo/Osaka	224,200	
Ghana		Accra	Tokyo/Osaka	293,200	
		Cameroon	Douala	Tokyo/Osaka	308,600
Yaounde		Yaounde	Tokyo/Osaka	310,900	
		Kenya	Nairobi	Tokyo/Osaka	290,700
*Zambia		Lusaka	Tokyo/Osaka	368,200	
Ndola		Ndola	Tokyo/Osaka	373,500	
		Zimbabwe	Harare	Tokyo/Osaka	200,900
*Sudan		Khartoum	Tokyo/Osaka	204,100	
Seychelles		Mahe Island	Tokyo/Osaka	140,700	
*Senegal		Dakar	Tokyo/Osaka	330,700	
*Tanzania		Dar Es Salaam	Tokyo/Osaka	184,600	
Tunisia		Tunis	Tokyo/Osaka	143,100	
Nigeria		Lagos	Tokyo/Osaka	207,200	
Namibia		Windhoek	Tokyo/Osaka	176,000	
Botswana		Gaborone	Tokyo/Osaka	148,000	
*Madagascar	Antananarivo	Tokyo/Osaka	254,300		
*Mozambique	Maputo	Tokyo/Osaka	171,800		
Mauritius	Mauritius	Tokyo/Osaka	172,000		
*Mauritania	Nouakchott	Tokyo/Osaka	246,200		
Morocco	Casablanca	Tokyo/Osaka	160,100		
South Africa	Johannesburg	Tokyo/Osaka	133,900		
*Malawi	Lilongwe	Tokyo/Osaka	262,800		
Libya	Tripoli	Tokyo/Osaka	87,100		
Europe	Ukraine	Kiev	Tokyo/Osaka	89,800	
	Serbia	Belgrade	Tokyo/Osaka	183,000	
	Montenegro	Podgorica	Tokyo/Osaka	183,900	
	Turkey	Istanbul	Tokyo/Osaka	161,000	
		Antalya	Tokyo/Osaka	170,100	
		Izmir	Tokyo/Osaka	167,900	
	Macedonia	Skopje	Tokyo/Osaka	134,600	
Bulgaria	Sofia	Tokyo/Osaka	144,600		

***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 bearer of a visa other than "Trainee" visa, *e.g.*, a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the HIDA management 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 & 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](mailto:kojinjoho@hidajapan.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 HIDA's privacy policy, please visit below website.

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

## 10. FURTHER INFORMATION:

<b>Training Administration Department of HIDA</b>
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<b>Application from overseas countries:</b>	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

<b>Application from host companies in Japan:</b>	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

<b>OVERSEAS OFFICES</b>
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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: <a href="mailto:training@hidabkk.com">training@hidabkk.com</a>

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: <a href="mailto:hidajkt@hidajapan.or.id">hidajkt@hidajapan.or.id</a>

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: <a href="mailto:info@hidajapan.in">info@hidajapan.in</a>



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

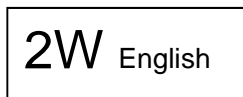
Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. HIDA will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

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

( <http://www.hidajapan.or.jp/jp/ikusei/management/files/15epcm-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>	



### 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.hidajapan.or.jp/jp/ikusei/training/doc01.html#koka> )

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 HIDA 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 HIDA 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 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 = 120 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 120 JPY

Question 6:

The HIDA training program costs about 5,200 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,200 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 (5,200 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