

**April 2015**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Program for Quality Management**

**[PQM]**

**31 August – 11 September 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 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.

## 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, 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, in principle, 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 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 11 June 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 and Questionnaire
- (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 11 June 2015.**

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

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **9 July 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 11 June 2015, 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

31 August – 11 September 2015 (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 of quality management or quality assurance to make discussions more effective and realistic. Those problems should be listed up concretely 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 will also be organized as well as identified above. Please refer to the Tentative Schedule on page 5.

### -LANGUAGE

All lectures, discussions, and company visits and exercises will be conducted in English or Japanese with

translation into English. In principle, the program documents and training materials will be prepared in English.

#### -COURSE DIRECTORS

##### **Dr. Noriaki Kano**

Professor Emeritus, Tokyo University of Science  
Honorary Chairperson, Asian Network for Quality (ANQ)  
Chairperson, Selection Committee for Deming Prize for Individuals  
Board Member, Union of Japanese Scientists and Engineers (JUSE)  
Honorary member, Japanese Society for Quality Control (JSQC)  
Honorary Member, International Academy for Quality (IAQ)  
Honorary Member, the American Society for Quality (ASQ)  
Foreign Honorary Adviser, China Association for Quality (CAQ)  
Committee Member, Deming Application Prize (1978 -2010), Chairperson (2004-2007)  
President (2000-2002), Japanese Society for Quality Control (JSQC)  
Auditor, Sekisui Chemical Co., Ltd. (2003-2009)  
Board Director, Komatsu Co., Ltd. (2008-2014)  
Chair Professor, Chung Yuan Christian University (Taiwan) (2006 -2012)  
Board Member, 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), the 2009 Distinguished Service Medal, and the 2014 A. V. Feigenbaum Lifetime Achievement 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  
Academician, International Academy for Quality (IAQ)  
Board Member, the Japanese Society for Quality Control (JSQC)  
Honorary Advisor, Saitama Region QC Circle  
Member of the Committee on the Domestic Response to ISO/TC176

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 Kanshu 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 Program for Quality Management [PQM]**

31 August – 11 September 2015 HIDA Tokyo Kenshu Center < To be determined >

Date	Morning Session	Afternoon Session	Evening	
30 Aug. (Sun.)	Arrival in Japan			
31 (Mon.)	Orientation Opening Ceremony	Lecture: Concept of TQM (1) -Overview of TQM-	Lecture: Concept of TQM (2) -Theory of Quality-	Instruction Guidance and Group Consultation (1)
1 Sep. (Tue.)	Lecture: Quality Assurance (1)		Lecture: Quality Assurance (2)	Group Discussion and Group Consultation (2)
2 (Wed.)	Lecture: Concept of TQM (3) -Theory of Improvement-		Lecture: Concept of TQM (4) -Theory of Quality Management-	Group Discussion and Group Consultation (3)
3 (Thu.)	Lecture: TQM Vehicles (1) -Daily Management-		Lecture: TQM Vehicles (2) -Management by Policy-	
4 (Fri.)	Lecture: TQM Vehicles (3) -QC Circles-		Company Visit: Examples of QC Circle Activities	
5 (Sat.)	Lecture: The Promotion of TQM		Lecture: Fact Control Method -Having Knowledge of Treating Data-	
6 (Sun.)	Day off (Move to Study Tour)			
7 (Mon.)	Study Tour	Company Visit: Examples of TQM Promotion	Company Visit: Examples of TQM Promotion	
8 (Tue.)		Company Visit: Examples of Quality Assurance		
9 (Wed.)	Company Visit: The Promotion of TQM			
10 (Thu.)	Preparation for Final Report Presentation		Distance Lecture: Corporate TQM Promotion in Thailand	
11 (Fri.)	Final Report Presentation		Final Report Presentation / Evaluation of the Program	Closing Ceremony
12 (Sat.)	Departure from Japan			

## Remarks:

- (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions will be arranged in the evening.
- (3) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

## 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 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.

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

#### 2) Breakdown

##### 1. Participation Fee (Contributions from Participant)

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

Each participant will be requested to pay the Participation Fee to 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 Kanshu Center

- During the training period, participants will be accommodated at a HIDA Kanshu 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 Kanshu 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 Kanshu Center.
- Please note that HIDA Kanshu 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 Kanshu Center
- HIDA will pay ¥5,260 in cash to a participant for the cost of travel between Narita international Airport (Tokyo) and HIDA Tokyo Kanshu 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 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	145,793 (2/3)	72,897 (1/3)
	(b) Accommodation and Meal Allowances	118,030		
	(c) Personal Allowance	10,660		
	Sub Total	218,690		
(2) Course Implementation Costs		350,000	202,000	148,000
(3) Domestic Travel Allowance in Japan		5,260	5,260	0
Total Training Costs		573,950	353,053	220,897

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	72,897	42,897
(2) Contribution to Course Implementation Costs		148,000	148,000
<b>Total</b>		<b>220,897</b>	<b>190,897</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)		
	@ 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		218,690	128,690 [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>573,950</b>	<b>483,950</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]	2,570	2,570
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	7,830	7,830
<b>Total = [SUM1] + [SUM2]</b>		<b>108,490</b>	<b>18,490</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	118,030	
	(c) Personal Allowance	10,660	
	Sub Total	251,390	0
(2) Course Implementation Costs	350,000	202,000	148,000
(3) Domestic Travel Allowance in Japan	5,260	5,260	0
Total Training Costs		606,650	458,650

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
<b>Total</b>		<b>148,000</b>	<b>148,000</b>

**2. Training Costs**

		With International	Without International
		Travel Expenses subsidy	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)		
	@ 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		251,390	128,690 [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>606,650</b>	<b>483,950</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	Without International
		Travel Expenses subsidy	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]	2,570	2,570
(4) Domestic Travel Allowance in Japan	[4]	5,260	5,260
	[SUM2]	7,830	7,830
<b>Total =[SUM1]+[SUM2]</b>		<b>141,190</b>	<b>18,490</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
	Vietnam	Ho Chi Minh City	Tokyo	82,600
			Osaka	96,500
		Hanoi	Tokyo	127,200
			Osaka	127,200
	Da Nang	Tokyo/Osaka	130,800	
	Malaysia	Kuala Lumpur	Tokyo/Osaka	70,800
		Kota Kinabalu	Tokyo	138,100
			Osaka	138,100
Penang		Tokyo	138,100	
	Osaka	138,100		
*Myanmar	Yangon	Tokyo/Osaka	141,400	
*Laos	Vientiane	Tokyo/Osaka	119,800	
North East Asia	Mongolia	Ulan Bator	Tokyo	164,600
		Osaka	147,600	
Middle Asia	*Afghanistan	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
	Islamabad	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
	Tabriz	Tokyo/Osaka	213,700	
	Jordan	Amman	Tokyo/Osaka	255,000
	Syria	Damascus	Tokyo/Osaka	73,200
Lebanon	Beirut	Tokyo/Osaka	345,200	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,300
		Montevideo	Tokyo/Osaka	222,700
	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	Tokyo/Osaka	310,900
	Kenya	Nairobi	Tokyo/Osaka	290,700
	*Zambia	Lusaka	Tokyo/Osaka	368,200
	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:

**Training Administration Department of HIDA**

<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: <a href="mailto:shouhei@hidajapan.or.jp">shouhei@hidajapan.or.jp</a>

<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

**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: <a href="mailto:training@hidabkk.com">training@hidabkk.com</a>
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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>
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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>
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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/15pqm-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>*</p> <p><b><u>a) Issues to be solved/Improved/Created etc./ What you want to realize in your organization.</u></b></p> <p>e.g.</p> <ul style="list-style-type: none"> <li>Reduce complaints/claims</li> <li>Reduce defectives/ reworks</li> <li>Shorten new products development periods</li> <li>Reduce reworks in New product developments</li> <li>Reduce variation in a characteristics of +++</li> <li>Reduce rejects in incoming inspection/ Improve venders' quality</li> <li>Improve training system.</li> <li>Improve on time delivery.</li> <li>Improve stability of a process.</li> <li>Activate QC Circles</li> </ul> <p><b><u>b) List of any supporting information and data related to your own issues that you will bring to this course.</u></b></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

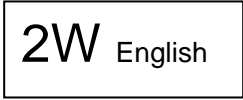
Please indicate the level of your comprehension by checking the appropriate boxes.

**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			



### 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):

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Country:

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Company name:

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

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

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Names of participants of the training program:

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**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