

October 2015

Program Outline

&

Participation Requirements

of

The Program for Quality Problem Solving

[PQPS]

7 – 18 March 2016

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) is an organization for human resources development mainly in overseas 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 Japan's first technical cooperation organization on a private sector basis. More than 178,000 individuals from 170 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2014 exceeded 196,000.

The Program for Quality Problem Solving (PQPS) is one of the management training courses which is conducted by the Overseas Human Resources and Industry Development Association (HIDA). This program is designed for all the developing countries to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. It also aims to strengthen and improve the problem-solving abilities of managers of companies in developing countries, with a view to improving quality.

2. COUNTRY:

Please refer to [the List of Target Countries and Regions](http://www.hidajapan.or.jp/jp/ikusei/files/taishokoku.pdf).
(<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:

22 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors in the manufacturing industry, who wish to acquire practical knowledge of techniques for improving quality and resolving important problems.
- (2) Participants should be, in principle, between 25 and 55 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 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 21 December 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 Readiness Test
- (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 21 December 2015.**

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **4 February 2016**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 11 as of 21 December 2015, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

- (1) Through lectures and case studies focusing mainly on practical understanding of each step in QC stories, the program seeks to ensure that participants master approaches to the ways of utilizing QC problem-solving methods, which are indispensable as a basis of TQM.
- (2) The program seeks to ensure that participants improve their own ability to resolve quality problems in their workplaces.
- (3) The program aims to improve the ability of participants to lead and promote problem-solving activities in their workplaces.

- AIMS

This program aims to enable the participants to learn QC problem-solving methods intensively, which are considered as key factor in Japanese way of TQM. Considering that it is rather difficult to use QC problem-solving methods in a practical manner if you only understand a general outline of the methods, this program provides the participants with practical training in the methods. Via this, it will provide the opportunity to develop key persons who will be the core person in companies to promote QC problem-solving methods in practical way.

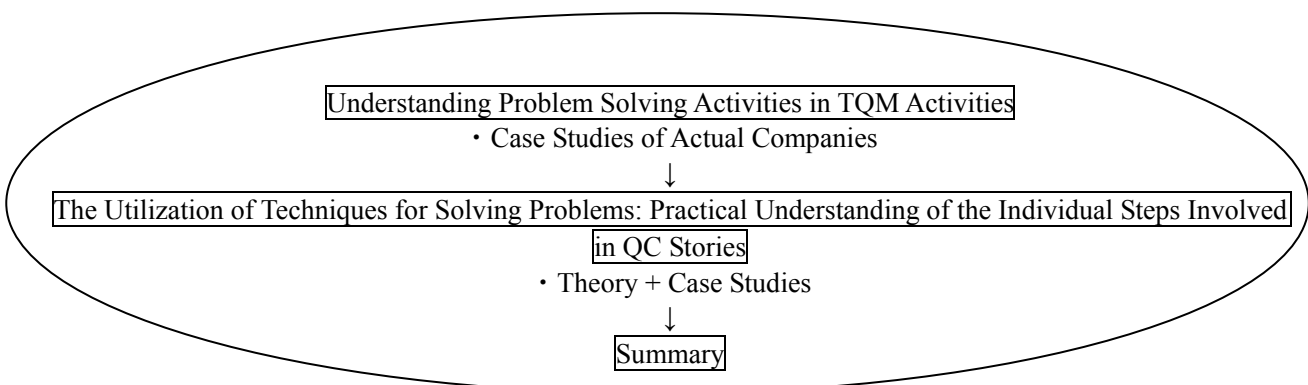
- CONTENTS

To achieve the above-mentioned aims, in this program participants will study the following contents after studying the theory behind QC problem-solving methods.

- (1) Theoretical lectures and many practices about useful techniques and methods for each steps in problem-solving.
- (2) Combined exercises of techniques and methods for advanced problem-solving.
- (3) Actual experience of problem-solving steps through exercises using actual case studies.

As one of the characteristics of this program, in each exercise participants can receive careful, detailed guidance from a number of lecturers. Moreover, participants will visit Japanese companies that are practicing excellent quality activities, to learn about examples of those activities. Furthermore, a special lecture will be delivered by Dr. Kano, who is the most prominent figures in the TQM field, and this will give participants a wider view of the theme.

This curriculum focuses on “What should I do and how should I do it?”, based on the positions of both managers and staff involved in the promotion of TQM and quality management, so it can be put into practice immediately after participants return to their home countries.



The course will usually consist of three hours in the morning and three hours in the afternoon. Group discussions may take place after dinner. Please see the draft timetable for further details.

- DURATION

7 – 18 March 2016 (2 weeks)

- 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.

- PROGRAM DIRECTOR

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.

- PROGRAM DIRECTOR

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.

- COURSE PLANNING COMMITTEE

- | | |
|------------------------|--|
| Dr. Kazuyuki Suzuki | Professor, Department of Systems Engineering, the University of Electro-Communications |
| Dr. Tomomichi Suzuki | Professor, Department of Industrial Administration, Faculty of Science and Technology, Tokyo University of Science |
| Dr. Satoko Tsuru | Professor, Healthcare Social System Engineering Laboratory, School of Engineering, the University of Tokyo |
| Mr. Yoshihisa Matsuda | Registered Consulting Engineer (Quality Management) Lecturer, Tokyo University of Science |
| Dr. Masahiko Munechika | Professor, Faculty of Science and Engineering, Associate Dean, School of Creative Science and Engineering, Waseda University |

-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 Program for Quality Problem Solving [PQPS]**

7 - 18 March 2016

HIDA Tokyo Kenshu Center<To Be Determined>

| Date | Morning Session | Afternoon Session |
|------------------|--|---|
| 6 Mar. (Sun.) | (Arrival in Japan) | |
| 7 (Mon.) | Orientation/ Opening Ceremony | LECTURE: Course Overview/ Introduction to TQM The Importance of Problem Solving Activities |
| 8 (Tue.) | LECTURE & EXERCISE: "Observation" and Technique - Check Sheets and Pareto Diagrams | LECTURE & EXERCISE: "Analysis" and Technique -Cause-and-Effect Diagrams LECTURE & EXERCISE: "Standardization" and Its Techniques |
| 9 (Wed.) | COMPANY VISIT: - Improvement Activities Through QC Circles - Case Study of Promoting QC Circle Activities | |
| 10 (Thu) | LECTURE & EXERCISE: Instructions for Statworks "Observation" and Technique - How to Read and Draw a Histogram | LECTURE & EXERCISE: "Observation" and Technique - How to Read and Draw a Histogram |
| 11 (Fri.) | LECTURE & EXERCISE: "Analysis" and Its Techniques - How to Draw a Scatter Diagram/ Stratification | LECTURE & EXERCISE: "Analysis" and Its Technique - Regression Analysis/ LECTURE & EXERCISE: Combined Exercise 1 - Histogram and Scatter Diagrams |
| 12 (Sat.) | Day Off | |
| 13 (Sun.) | Day Off | |
| 14 (Mon.) | LECTURE & EXERCISE: "Observation" and Technique - Control Charts | LECTURE & EXERCISE: "Observation" and Technique - Control Charts |
| 15 (Tue.) | LECTURE & EXERCISE: Combined Exercise 2 - Histogram and Control Charts | LECTURE & EXERCISE: -Introduction of Company Visit/ LECTURE & EXERCISE: -Pre-Discussion of Company Visit |
| 16 (Wed.) | COMPANY VISIT: -Problem Solving Case Study | |
| 17 (Thu.) | EXERCISE: Comprehensive Case Study -Guidance to the Case Study | EXERCISE: Comprehensive Case Study -Preparation for Reports by group |
| 18 (Fri.) | EXERCISE: Comprehensive Case Study -Presentation/ Q and A | LECTURE: Special Lecture "Advanced Quality Theory" / Closing Ceremony |
| 19 (Sat.) | (Departure from Japan) | |

Remarks:

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

7. 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 (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

8-1) 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 from the participants themselves.

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 by submitting the actual air ticket and the receipt. The international Travel Expenses have an upper limit called Standard Airfare Limits, which depend on the country and the region as shown in Table 2.

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2. Please refer to Table 3 "List of Target Countries and Regions" for the classification of category 1 and category 2.

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to HIDA after their arrival in Japan.

*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.

8-2) Breakdown

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, and 3. Domestic Travel Allowance. The Participation Fee, the amount that participants should bear, consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs.

1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(1) International Travel Expenses

- 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 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. 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.

(2) 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.

(3) 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 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

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).

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 in addition to the Participation Fee.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]**Country: Thailand****International Travel Expenses: Bangkok - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

| <i>Training Costs</i> | Total Amount | ODA Subsidy | Participation Fee |
|--|--------------|-------------|-------------------|
| 1. Allowance Costs | 214,890 | 143,260 | 71,630 |
| <Breakdown of Allowance Cost> | <Breakdown> | [2/3] | [1/3] |
| (1) International Travel Expenses | 90,000 | | |
| (2) Accommodation and Meal Allowances | | | |
| a. [at the HIDA Kenshu Center] | | | |
| @ 8,030 x 1 day (Arrival Day) = | 8,030 | | |
| @ 8,850 x 12 days = | 106,200 | | |
| [during the study tour] | | | |
| b. Meal Allowance | | | |
| @ 2,570 x 0 day(s) = | 0 | | |
| c. Accommodation Allowance | | | |
| @ 10,080 x 0 day(s) = | 0 | | |
| (3) Personal Allowance | | | |
| @ 820 x 13 days = | 10,660 | | |
| 2. Course Implementation Costs | 350,000 | 202,000 | 148,000 |
| 3. Domestic Travel Allowance (Narita Airport - TKC) | 5,260 | 5,260 | |
| Total | 570,150 | 350,520 | 219,630 |

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 1-2] Estimate of the Fees and Costs [Category 2 Country]**Country: Bangladesh****International Travel Expenses: Dhaka - Narita /Japan, Roundtrip**
Management Training Course: 2 -week Course

(Japanese Yen)

| <i>Training Costs</i> | Total Amount | ODA Subsidy | Participation Fee |
|--|----------------|----------------|-------------------|
| 1. Allowance Costs | 247,590 | 247,590 | 0 |
| <Breakdown of Allowance Cost> | <Breakdown> | [3/3] | [None] |
| (1) International Travel Expenses | 122,700 | | |
| (2) Accommodation and Meal Allowances | | | |
| a. [at the HIDA Kenshu Center] | | | |
| @ 8,030 x 1 day (Arrival Day) = | 8,030 | | |
| @ 8,850 x 12 days = | 106,200 | | |
| [during the study tour] | | | |
| b. Meal Allowance | | | |
| @ 2,570 x 0 day(s) = | 0 | | |
| c. Accommodation Allowance | | | |
| @ 10,080 x 0 day(s) = | 0 | | |
| (3) Personal Allowance | | | |
| @ 820 x 13 days = | 10,660 | | |
| 2. Course Implementation Costs | 350,000 | 202,000 | 148,000 |
| 3. Domestic Travel Allowance (Narita Airport - TKC) | 5,260 | 5,260 | |
| Total | 602,850 | 454,850 | 148,000 |

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 2] Standard Airfare Limits (FY 2015)

*Mark indicates the countries of category 2.

Unit: Japanese Yen

| Area | Country | Place of Departure | 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 | |
| | 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 | | |
| *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 | |
| | Iran | Tabriz | Tokyo/Osaka | 213,700 | |
| | Jordan | Amman | Tokyo/Osaka | 255,000 | |
| | Syria | Damascus | Tokyo/Osaka | 73,200 | |
| Lebanon | Beirut | Tokyo/Osaka | 345,200 | | |

| Area | Country | Place of Departure | 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 | 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 | | |

[Table 3] 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.

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
- (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

| | |
|---|--|
| 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 / |
| (Vice Representative) Mr. Yoshitaro Nagoya |
| 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. Akira Kuriyama |
| Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019 |
| TEL: 91-11-4105-4504 |
| E-mail: info@hidajapan.in |

PRE-TRAINING REPORT

- The Program for Quality Problem Solving -
[PQPS]

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/15pqps-e.doc>)

| | |
|--|--|
| 1. Your name | |
| 2. Your country | |
| 3. Name of your company/ organization | |
| 4. Outline of your organization (preferably attach an organization brochure) | |
| 5. Your position and department (preferably attach an organizational chart, indicating your position) | |
| 6. Your duties in detail | |
| 7. Describe the most critical problems that you are now facing in your quality improvement activities, indicating their suspected causes from your viewpoint | |

READINESS TEST

In order to participate in the PQPS course and correctly understand its content, a basic knowledge of statistics and the fundamental concepts of quality control are required. **This readiness test is to estimate such knowledge and will be used as part of the reference materials for the screening.** Please read the following sentences carefully and select the right answer on the answer sheet. **(If you cannot achieve a score of at least 70% on this test, it will be difficult for you to understand the content of the course or to benefit from its full effects.)**

Question 1 : CONCEPT

Answer "C" (Correct) if the statement is correct, or "F" (Fault) if it is incorrect.

- (1) "Quality assurance" means satisfying customers with "free repairs" or "change to a new one" when a customer complains.
- (2) In order to avoid customer complaints about defective products, it is necessary for a company to implement 100% inspection.
- (3) PDCA is a profound principle in TQM and stands for "Please Don't Change Anything."
- (4) In Total Quality Management (TQM) "quality" represents not only quality of function of products but also quality of service and other areas.
- (5) TQM activities are executed at production sections and are thus not the concern of the sales or administrative sections.
- (6) In TQM, quality is the main focus, so that delivery, cost and other economic factors are not necessarily of concern.
- (7) As QC Circle activities are autonomous activities, they must be done outside of working hours and the company doesn't need to pay for them.
- (8) The person in charge of the "QC Program" should be the Quality Control Manager and not the Factory Manager.
- (9) Past data are not useful in the problem-solving process.
- (10) All factual information, even that which is not numerically expressible, like linguistic data, is potentially useful data in the problem-solving process.

Question 2: Ability to Draw Up Diagrams

The following table is a computation table used when drawing up a Pareto Diagram which is one of the QC tools. Select the correct numbers in cells (1) – (5) in the table.

Data Sheet for Pareto Diagram

| Type of Defect | Number of Defects | Cumulative Total | Percentage of Overall Total | Cumulative Percentage |
|----------------|-------------------|------------------|-----------------------------|-----------------------|
| A | 72 | 72 | 36 | 36 |
| B | 38 | 110 | 19 | 55 |
| C | 26 | 136 | (1) | 68 |
| D | 14 | 150 | (2) | (3) |
| E | 10 | (4) | 5 | (5) |
| Others | 40 | 200 | 20 | 100 |
| Total | 200 | 200 | 100 | 100 |

[a:7 b:13 c: 75 d:80 e: 160 f:165]

Question 3 : Basic Computational Ability which is required to utilize QC tools

Calculate the following and select the right answer.

$$1) \frac{(13.42 + 13.62 + 13.66 + 13.48 + 13.52 + 13.57)}{6} =$$

$$2) \frac{2.523 + 0.005 \times \frac{30}{90}}{90} =$$

$$3) \frac{\frac{1}{100^2} (1917 - \frac{1}{7} \times 103^2)}{7} =$$

$$4) \frac{29.86 + 0.577 \times 27.44}{27.44} =$$

$$5) \frac{29.86 - 0.577 \times 27.44}{27.44} =$$

$$6) \frac{\sqrt{0.669 \times 10^{-2}}}{10^{-2}} =$$

$$7) \frac{0.005 \times \sqrt{(302 - \frac{30^2}{90}) \div (90 - 1)}}{90 - 1} =$$

$$8) \frac{2312.02 - \frac{263.2^2}{30}}{30} =$$

$$9) \frac{\frac{0.0913}{\sqrt{2.88 \times 0.00840}}}{\sqrt{2.88 \times 0.00840}} =$$

[a: 0.00906 b: 4.01×10^{-2} c: 0.082 d: 0.59 e: 2.52467 f: 2.88 g: 13.545 h: 14.03 i: 45.69 j: 50.00]

Question 4: Mean & Standard Deviation

Calculate the mean and standard deviation of the next set of data, and select the right answer.

1) 2 5 1 3 4

$$\bar{x} = \underline{\hspace{2cm}} \quad s = \underline{\hspace{2cm}}$$

(1) (2)

2) 22 25 21 23 24

$$\bar{x} = \underline{\hspace{2cm}} \quad s = \underline{\hspace{2cm}}$$

(3) (4)

3) 234562 234565 234561 234563 234564

$$\bar{x} = \underline{\hspace{2cm}} \quad s = \underline{\hspace{2cm}}$$

(5) (6)

[a: 1.56 b: 1.57 c: 1.58 d:3.0 e: 23.0 f: 234563.0]

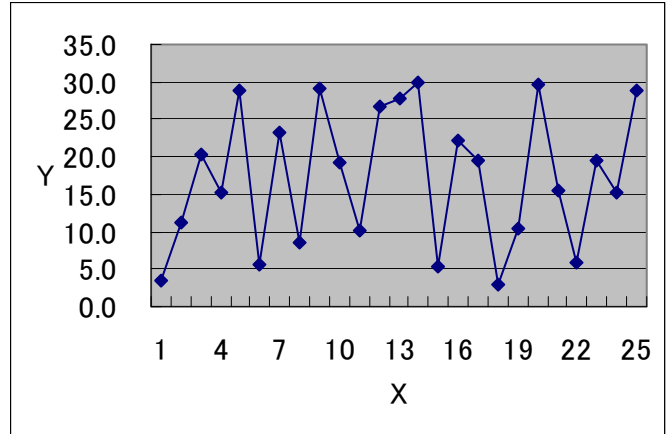
Question 5: Ability to Draw a Graph

Create the same type of graph shown below on the right as “Format” on the “Readiness Test Answer Sheet” by using the given data shown below on the left.

1) Data

| X | Y | X | Y |
|----|------|----|------|
| 1 | 35.6 | 14 | 29.8 |
| 2 | 29.2 | 15 | 31.6 |
| 3 | 20.2 | 16 | 22.2 |
| 4 | 39.4 | 17 | 31.2 |
| 5 | 29.2 | 18 | 28.8 |
| 6 | 31.4 | 19 | 31.4 |
| 7 | 23.2 | 20 | 29.6 |
| 8 | 32.0 | 21 | 39.0 |
| 9 | 29.0 | 22 | 19.4 |
| 10 | 32.6 | 23 | 34.2 |
| 11 | 32.2 | 24 | 32.6 |
| 12 | 26.8 | 25 | 28.2 |
| 13 | 27.8 | | |

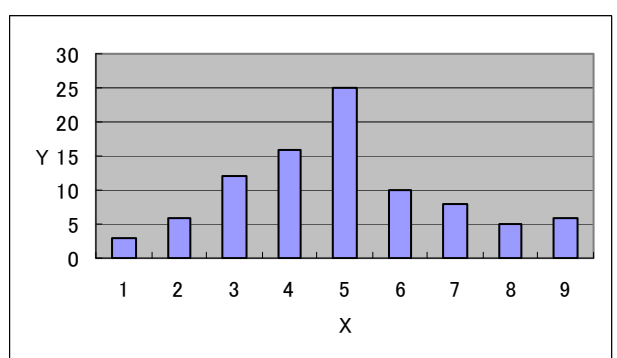
Format



2) Data

| x | Y |
|---|----|
| 1 | 1 |
| 2 | 4 |
| 3 | 9 |
| 4 | 14 |
| 5 | 22 |
| 6 | 19 |
| 7 | 10 |
| 8 | 5 |
| 9 | 6 |

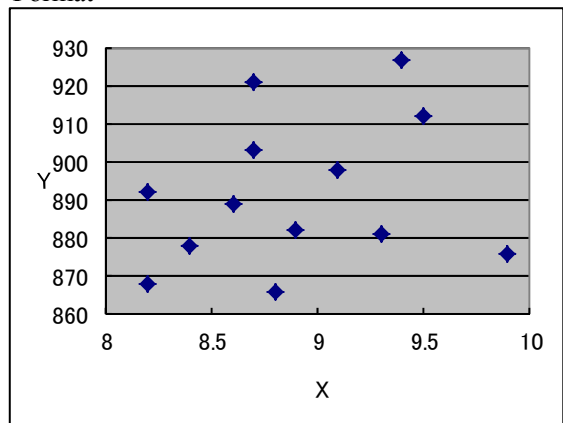
Format



3) Data

| X | Y | X | Y |
|-----|-----|-----|-----|
| 8.6 | 889 | 8.7 | 896 |
| 8.9 | 884 | 8.4 | 894 |
| 8.8 | 874 | 8.2 | 864 |
| 8.8 | 891 | 9.2 | 922 |
| 8.4 | 874 | 8.7 | 909 |
| 8.7 | 886 | 9.4 | 905 |
| 9.2 | 911 | | |
| 8.6 | 912 | | |
| 9.2 | 895 | | |

Format



Question 6: English Check Sheet

Complete the following sentences with suitable words.

<Populations and Samples>

In quality control, we try to discover facts by collecting data and then take necessary action based on those facts. The data is not collected as an end in itself, but as a means of finding out the facts behind the data.

For example, consider a sampling inspection. We take a sample from a lot, carry out measurements on it, and then decide whether we should accept the whole lot or not. Here our concern is not the sample itself, but the quality of the whole lot. As another example, consider the control of a manufacturing process using an \bar{x} -R

control chart. Our purpose is not to determine the characteristics of the sample taken for drawing the \bar{x} -R chart, but to find out what state the process is in.

The totality of items under consideration is called the *population*. In the first example above, the population is the [(1)], and in the second it is the [(2)].

Some people may feel it difficult to regard a “process” as a “population” because while a “lot” is indeed a group of finite individual objects, a “process” itself is not a product at all, but is made up of the 5M’s (man, machine, material, method, and measurement).

When we turn our attention to product-making function, we will recognize that the “process” produces unmistakably a group of products. Moreover, the number of products is infinite unless the “process” stops producing them, and for this reason, a process is considered to be an infinite [(3)].

One or more items taken from a population intended to provide information on the population is called *sample*. Since a [(4)] is used for estimating the characteristics of the entire population, it should be chosen in such a way as to reflect the characteristics of the population. A commonly-used sampling method is to choose any member of the population with equal probability. This method is called *random sampling*, and a sample taken by random sampling is called a *random sample*.

We obtain [(5)] by measuring the characteristics of a sample. Using this data, we draw an inference about the population, and then take some remedial action. However, the measured value of a sample will vary according to the sample taken, making it difficult to decide what action is necessary. Statistical analysis will tell us how to interpret such data.

[a: data b: lot c: population d: process e: sample]

Readiness Test Answer Sheets

Question1-4, 6: Please circle the correct answer. Question5: Please make graphs on the sheet.

| | | | | | | | | | | | |
|-------------------|------|---|---|---|---|---|---|---|---|---|---|
| <u>Question 1</u> | (1) | F | C | | | | | | | | |
| | (2) | F | C | | | | | | | | |
| | (3) | F | C | | | | | | | | |
| | (4) | F | C | | | | | | | | |
| | (5) | F | C | | | | | | | | |
| | (6) | F | C | | | | | | | | |
| | (7) | F | C | | | | | | | | |
| | (8) | F | C | | | | | | | | |
| | (9) | F | C | | | | | | | | |
| | (10) | F | C | | | | | | | | |
| Question 2 | (1) | a | b | c | d | e | f | | | | |
| | (2) | a | b | c | d | e | f | | | | |
| | (3) | a | b | c | d | e | f | | | | |
| | (4) | a | b | c | d | e | f | | | | |
| | (5) | a | b | c | d | e | f | | | | |
| Question 3 | (1) | a | b | c | d | e | f | g | h | i | j |
| | (2) | a | b | c | d | e | f | g | h | i | j |
| | (3) | a | b | c | d | e | f | g | h | i | j |
| | (4) | a | b | c | d | e | f | g | h | i | j |
| | (5) | a | b | c | d | e | f | g | h | i | j |
| | (6) | a | b | c | d | e | f | g | h | i | j |
| | (7) | a | b | c | d | e | f | g | h | i | j |
| | (8) | a | b | c | d | e | f | g | h | i | j |
| | (9) | a | b | c | d | e | f | g | h | i | j |
| Question 4 | (1) | a | b | c | d | e | f | | | | |
| | (2) | a | b | c | d | e | f | | | | |
| | (3) | a | b | c | d | e | f | | | | |
| | (4) | a | b | c | d | e | f | | | | |
| | (5) | a | b | c | d | e | f | | | | |
| | (6) | a | b | c | d | e | f | | | | |

Readiness Test Answer Sheets

| | | | | | | | | | | |
|------------|-----|---|---|---|---|---|--|--|--|--|
| Question 5 | (1) | | | | | | | | | |
| | (2) | | | | | | | | | |
| | (3) | | | | | | | | | |
| Question 6 | (1) | a | b | c | d | e | | | | |
| | (2) | a | b | c | d | e | | | | |
| | (3) | a | b | c | d | e | | | | |
| | (4) | a | b | c | d | e | | | | |
| | (5) | a | b | c | d | e | | | | |

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