



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

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March 2009

Program Outline

&

Participation Requirements

of

The Quality Management Program for TQM Facilitators in India

[INFT]

26 August - 8 September 2009

1. BACKGROUND OF THE PROGRAM:

AOTS - the Association for Overseas Technical Scholarship - is a non-profit association run with Japanese government subsidies from the Ministry of Economy, Trade and Industry (METI). Since its establishment in 1959, AOTS has been conducting various technical and management training programs in Japan for the people of developing countries. The total number of participants in past AOTS training programs amounts to almost 143,000 from about 170 developing countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries.

At the request of former participants of AOTS training programs as well as the industrial and business circles in developing countries, AOTS has been organizing various training programs

This 2-week program is one of such management training programs, organized in collaboration with the Confederation of Indian Industry (CII), which is a non-government, non-profit, industry led and industry managed organization, playing a proactive role in India's development process.

This program is designed to provide an opportunity for middle to senior level management in Indian manufacturing industry to understand the basic idea of TQM practice. The main objective of the program is to enhance their capabilities related to TQM activities in their respective organizations, with special focus on the basic concept, principles, elements and the basic methods of TQM, needed by TQM facilitators, rather than the know-how of facilitating itself.

2. COUNTRY AND NUMBER OF PARTICIPANTS:

20 participants

3. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle to senior level managers who will be responsible for developing and/or promoting a quality management system in their organization in the manufacturing industry. Staff and managers of public organizations and/or business associations who give guidance on quality management may also be accepted.
- (2) Participants should be between 25 and 60 years of age, with 3 years or more of professional 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 India.
- (7) Participants should not be students or armed forces personnel.
- (8) AOTS ex-participants who have recently been awarded an AOTS Scholarship and participated in an AOTS training program in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

- (1) Family members are not allowed to accompany the participants to Japan.
- (2) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home countries soon after the completion of the program.
- (3) The Guarantee Letter, which is one of the invitation documents to be issued by AOTS, shall be used only for the purpose of obtaining a training visa and shall not be used for any other purposes, such as participants' business.

4. APPLICATION PROCEDURE:

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office **by no later than 25 May 2009 VIA the Confederation of Indian Industry (CII)**. Please contact the CII regarding the deadline for the CII.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm × 3 cm) (Please write down the applicant's name of the back)
- (3) Brochure of the applicant's company/organization
- (4) Photocopy of a passport, an election card, a driver's license or any other identification document issued by a public organization in the applicant's country containing, in Roman letters, the applicant's name in full, a photo of the applicant and his/her date of birth
- (5) Pre-Training Report and Questionnaire
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (AOTS official form)
The applicant himself or herself is required to submit a form bearing his or her own signature. Either in the absence of agreement, or non-submittance, course participation will not be granted.
- (8) Enquiry into Travel Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises.)

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 9 July 2009, 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 25 May 2009, AOTS may postpone or cancel this program.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of this program are:

- (1) To acquaint participants with the basic concept of TQM and its practice in Japanese manufacturing industry,
- (2) To acquaint participants with practical TQM methods, and
- (3) Finally to enable participants to introduce and promote the concept and methodology of TQM in their respective organizations, in order to improve the quality of products, processes, and customer service.

- KEY BENEFITS

- (1) Through lectures and exercises, participants can learn about practical matters regarding policy deployment, quality assurance, continuous improvement and task achievement, in which TQM facilitators play a particularly important role. Moreover, through lectures, participants are able to learn about the role of facilitators in TQM and human resource development in TQM.
- (2) In the exercises, participants can learn the affinity diagram method, the relation diagram method and the tree diagram method of the seven management tools for QC, which are useful in resolving the problems encountered when promoting TQM activities, with the cooperation of the people involved, so that they can put these methods into practice after returning home.
- (3) Through experiencing actual TQM activities and QC circle activities at Japanese companies during the company visits, participants can learn about the practical aspects of being a TQM facilitator.
- (4) Each and every participant will compile and present individual reports about their mental preparation for introducing TQM in their own companies as a TQM facilitator after returning home, and promoting TQM with the cooperation of the people involved, thereby enabling them to study mutually with other participants. Moreover, they will be able to receive individual guidance from the instructor.
- (5) On the final day, there will be a general question and answer session with all of the lecturers. This will enable participants to resolve any questions they have about TQM, such as questions that have arisen from the lectures and exercises.

- DURATION

26 August - 8 September 2009 (2 weeks)

- CONTENTS

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

Before participants attend the training course in Japan, they are requested to study the AOTS Web Based Training Course, titled "Practical Tools for Quality Control-1", so as to review the Seven Tools for QC.

First Step

Participants will overview the characteristics and principles of TQM activities in Japan through an introductory lecture.

Lecturers will introduce the characteristics and principles of TQM activities in Japan together with the QC problem-solving and task-achieving approach, which uses the QC tools and the QC Story.

Second Step

Participants will be introduced to topics such as *hoshin kanri* (policy management) and daily management, quality assurance together with the QC problem-solving and task-achieving approach. Participants will have opportunities to visit several Japanese companies to observe practical examples of TQM promotion (from introduction to thorough implementation) and QC circles, etc.

Third Step

Participants will also deepen their insights into human resource development in terms of TQM and the roles of a TQM facilitator. Lastly, each group will summarize its findings from the program and the results of the discussions, prepare post-program action plans, and present them as a final report.

Participants are required to be actively involved in group discussions or exercises as well as the lectures and company visits. Group discussions will give further impetus to the formation of TQM promotion at the participants' organizations.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session including group work exercises, followed by evening sessions.

Also, participants are required to finish Web-Based Training (WBT) before the course starts, to be better for course participation. For details of the WBT, please refer to the section on WBT Practical Tools for QC and at the end of this program outline.

Please refer to the Tentative Schedule.

- PROGRAM DIRECTOR

Mr. FUTAMI Ryoji, Representative, Futami Consulting Office. Professional Engineer

Mr. Futami is one of the pioneers in the Seven Management Tools for QC (N7).

He has successfully guided many companies in promoting QC, NPD, VE, etc.

He is often invited as a speaker/lecturer at corporate seminars on quality management, and related subjects.

He has published many books on TQM, SQC, N7, and VE.

- LANGUAGE

All lectures, discussions and company visits will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

- TRAINING LOCATION AND ACCOMMODATION <To Be Determined>

AOTS Kansai Kenshu Center (KKC)

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Please refer to item 6 for further information on accommodation.

**Tentative Schedule
of
The Quality Management Program for TQM Facilitators in India [INFT]**

26 August - 8 September 2009,

AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session	Evening
25 Aug. (Tue.)	(Arrival in Japan)		
26 (Wed.)	Orientation Opening Ceremony	LECTURE: Guide to TQM	Group Discussion
27 (Thu.)	LECTURE & EXERCISE: Problem Solving for Continuous Improvement		Group Exercise
28 (Fri.)	LECTURE & EXERCISE: Quality Assurance		Group Exercise
29 (Sat.)	Day off		
30 (Sun.)	Day off		
31 (Mon.)	LECTURE & EXERCISE: Task Achieving for Breakthrough		Group Exercise
1 Sep. (Tue.)	LECTURE & EXERCISE: <i>Hoshin Kanri</i> (Policy Management) and Daily Management		Group Exercise
2 (Wed.)	STUDY TOUR	COMPANY VISIT: TQM Activities at a Japanese Company	
3 (Thu.)		COMPANY VISIT: QCC Activities at a Japanese Company	
4 (Fri.)		COMPANY VISIT: TQM Promotion at a Japanese Company	
5 (Sat.)	Day off		
6 (Sun.)	Day off		
7 (Mon.)	LECTURE: The Roles of a TQM Facilitator	LECTURE: Human Resource Development for TQM	
8 (Tue.)	Final Report Presentation	Question and Answer Session Evaluation of the Program Closing Ceremony	
9 (Wed.)	(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 or exercise sessions will be arranged in the evening.

6. ACCOMMODATION: <To Be Determined>

During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,700 per day with meals (lunch, dinner and breakfast).

Please note that AOTS Kenshu Center Canteens are closed on Sundays. The participant will receive ¥2,700 in cash per day for meals to cover this day.

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

7. TRAINING COSTS:

1) Outline

AOTS 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 AOTS after their arrival in Japan.

The Training Costs will vary in accordance with the actual airfare, and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan.

The Estimate of the Participation Fee is shown in Table 1.

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. Training Costs

The Training Costs are the total amount of expenses to invite a participant for the training program in Japan. It is the sum of (1) Allowance Costs, (2) Course Implementation Costs (3) Domestic Travel Allowance.

(1) Allowance Costs

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 AOTS's Standard Airfare Limits for FY2009 is shown in Table 2.)
- 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's home country and Japan by any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

Accommodation and Meal Allowance

- AOTS will provide a participant with accommodation to the value of ¥8,700 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥7,900 per day with dinner and breakfast at an AOTS Kenshu Center.

- During the study tour, a participant will be provided with accommodation to the value of not exceeding ¥9,800 per day outside of the AOTS Kenshu Center, and ¥2,700 per day in cash for meals.

Personal Allowance

- AOTS will pay ¥1,200 per day in cash to a participant.

(2) Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥370,000.

(3) Domestic Travel Allowance

AOTS will pay ¥1,720 in cash to a participant for the cost of travel between Kansai international Airport and AOTS Kansai Kenshu Center (KKC).

* The amount of the domestic travel allowance might change slightly due to seasonal rates.

2. Participation Fee (Contributions from Participant)

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

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

- (1) The Contribution to Allowance Costs for the participants is 25% of the Allowance Costs.
- (2) The Contribution to Course Implementation Costs is ¥134,000 for a 2-week AOTS Management Training Program.
- (3) The Contribution to AOTS's Administration Costs is ¥1,800 per day for the participants, and covers administrative expenses.

3. The Amount to be paid in cash to participants by AOTS

The subsidy for international travel expenses (when they are claimable for subsidy), the Meal Allowance for the study tour (**Each participant is requested to pay meals during the study tour from this Allowance.**), the Personal Allowance (1,200 x staying days) and the Domestic Travel Allowance will be paid in cash as per Table 1 by AOTS to each participant after his/her arrival in Japan.

[Table 1] Estimate of the Participation Fee

Country: India

International Travel Expenses: Delhi / India - Kansai /Japan, Roundtrip

Management Training Course: 2 -week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

The amount mentioned below will be paid in cash by participant to AOTS after his/her arrival in Japan.

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0.25	64,850	38,825
(2) Contribution to Course Implementation Costs (2 -week)		134,000	134,000
(3) Contribution to AOTS's Administration Costs	@ 1,800 x 15 days =	27,000	27,000
Total		225,850	199,825

2. Training Costs

(1) Allowance Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
International Travel Expenses		104,100	0*[1] (paid in cash)
Accommodation and Meal Allowances @ 7,900 x 1 day =		7,900	7,900 (paid in kind)
at the AOTS Kenshu Center (Arrival Day)	@ 8,700 x 12 days =	104,400	104,400 (paid in kind)
Personal Allowance @ 1,200 x 15 days =		18,000	18,000*[2] (paid in cash)
for the study tour and in-plant exercises			
Meal Allowance @ 2,700 x 2 days =		5,400	5,400*[3] (paid in cash)
Accommodation Allowance @ 9,800 x 2 days =		19,600	19,600*[3] (paid in kind)
Sub Total		259,400	155,300 [A]
(2) Course Implementation Costs (-week Course)		370,000	370,000
(3) Domestic Travel Allowance (Kansai Airport- KKC)		1,720	1,720*[4] (paid in cash)
Total	< To be determined >	631,120	527,020

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

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

The amount mentioned below will be paid in cash by AOTS to participant after his/her arrival in Japan.

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
1) Allowances			
(1) International Travel Expenses subsidy (provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket) *[1]		104,100	0
(2) Personal Allowance *[2]		18,000	18,000
	[SUM1]	122,100	18,000
2) Expenses during training course & Transportation			
(1) Allowance for the study tour and in-plant exercises *[3]		5,400	5,400
(Expenses to be spent for meals by the participant during study tour)			
(2) Domestic Travel Allowance in Japan *[4]		1,720	1,720
(Expenses for a part of transportation fee between Int'l Airport in Japan and AOTS Kenshu Center)			
	[SUM2]	7,120	7,120
Total =[SUM1]+[SUM2]		129,220	25,120

[Table 2] Standard Airfare Limits (FY 2009)

(Unit: Japanese Yen)

City	Maximum airfare covered by subsidy
Calcutta	96,700
Cochin	114,400
Chennai	104,200
Thiruvananthapuram	114,700
Delhi	104,100
Hyderabad	114,400
Bangalore	109,100
Mumbai	109,800
Ahmedabad	120,800

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

3. Official Receipts:

AOTS 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) AOTS 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 AOTS.**

8. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION

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

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs Division,
The Association for Overseas Technical Scholarship (AOTS)

Department in charge: General Affairs Department, General Affairs Div., AOTS

Tel:81-3-3888-8211 e-mail: kojinjoho@aots.or.jp

- (3) Use of Personally Identifiable Information

Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit <http://www.aots.or.jp/eng/privacypolicy.html>.

9. LOCAL ADMINISTRATIVE FEE COLLECTED BY THE CONFEDERATION OF INDIAN INDUSTRY (CII):

The Confederation of Indian Industry (CII) shall collect a local administrative fee of Rs20,000 per person to cover local administrative expenses in recruitment work from all applicants at the time of the application. This fee is collected entirely separately from the Contribution to Allowance Costs, the Contribution to Course Implementation and the Contribution to AOTS's Administration Costs. In addition, CII will return this money when an applicant is not selected as a participant of this program by the screening committee.

10. COLLABORATING ORGANIZATION:

CONFEDERATION OF INDIAN INDUSTRY (CII)

Mr K. Ganeshan, Deputy Director CII Institute of Quality CONFEDERATION OF INDIAN INDUSTRY (CII)	Bharat Nagara, 2nd Stage, Near Magadi Main Road, Vishwaneedam Post, Bangalore-560 091	
	Tel:	91-080 23289391/6085
	Fax:	91-080-23289388/ 23580314
	E-mail:	k.ganeshan@cii.in

11. FURTHER INFORMATION:

AOTS NEW DELHI OFFICE

Mr. Yasumi Suzuki General Manager	Flat No. 1307, 13 th Flr. Gopaldas Bhawan, 28 Barakhamba Road, New Delhi 110001, India	
	Tel:	91-11-2370-4122/4123/4125
	Fax:	91-11-2370-4123
	E-mail:	contact@aotsindia.com

AOTS HEAD OFFICE

Mr. Kazuhiro Ichiura, Manager Scholarship Processing Department Scholarship Administration Division	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan	
	Tel:	81-3-3888-8214
	Fax:	81-3-3888-8242
	e-mail:	shouhei@aots.or.jp

PRE-TRAINING REPORT

- The Quality Management Program for TQM Facilitators in India -
[INFT]

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

1. Your name	
2. Region in India	
3. Name of your company/ organization	
4. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
5. Your position and department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail Please choose from 1 through 8 in the right side column, and describe in detail.	<p>1. Project Planning 2.Planning/Designing 3.Production Engineering 4. Manufacturing 5.Quality Control/Quality Assurance 6.Materials/Purchasing 7. Sales & Marketing 8.Others —</p>

<p>7. Present activities for quality improvement/management, in your company/ organization</p>	
<p>8. Most critical problems you are now facing concerning quality improvement/ management, indicating their causes from your viewpoint</p>	
<p>9. Obstacles to solve the described problems</p>	
<p>10. The reason why you apply for this course in relation to the described problems</p>	

Questionnaire

Concerning your company/organization, please choose one answer from among the proposed three answers for each of the subjects given below:

(1) ISO 9000

1. Already obtained certification (in the year)
2. Planning to obtain certification (in the year)
3. No plan to obtain certification

(2) TQM

1. Already introduced (in the year)
2. Planning to introduce (in the year)
3. No introduction plan

(3) Six Sigma

1. Already introduced (in the year)
2. Planning to introduce (in the year)
3. No introduction plan

(4) Policy management

1. Already introduced (in the year)
2. Planning to introduce (in the year)
3. No introduction plan

(5) Balanced score card

1. Already introduced (in the year)
2. Planning to introduce (in the year)
3. No introduction plan

(6) Other management techniques (Name: _____)

1. Already introduced (in the year)
2. Planning to introduce (in the year)
3. No introduction plan

(7) TQM consultancy service* from a consultant/ consulting company

*This does not include ISO9000 and technical advice.

1. Provided (in the year)
___Japanese consultant/consulting company,
___Non-Japanese consultant/consulting company (Please specify_____)

The advice from a consultant/consulting company in details:

2. Not provided

(8) Does your company deliver the products you make your workplace (or factory) to Japanese-affiliated companies?

1. Yes
2. No

(9) Does your company buy parts for the products you make in your workplace (or factory) from Japanese-affiliated companies?

1. Yes
2. No

WBT	Practical Tools for QC	English	
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Objectives

1. To master the basic concepts of quality control.
2. To learn basic statistical quality control techniques, such as the 7 QC tools.
3. To solve problems relating to quality on the manufacturing floor, by mastering the aforementioned concepts and techniques, and to develop the ability to contribute to quality improvements.

Features

1. There are check tests at the beginning of each chapter and proficiency tests at the end, enabling you to check your own ability
2. You can learn the basics from explanations that use specific case studies and detailed explanations of how to compile graphs

Content

Chapter	Program	Chapter	Program	Chapter	Program
1	Quality Control Outline	5	Graphs	9	Histograms
2	QC Mind Set	6	Check Sheets	10	Scatter Diagrams
3	Collection of Data for QC	7	Pareto Diagrams	11	Control Charts
4	Stratification	8	Cause-and-Effect Diagrams		

Prerequisites for Participation

Course participants: Those who plan to participate in the INQM course

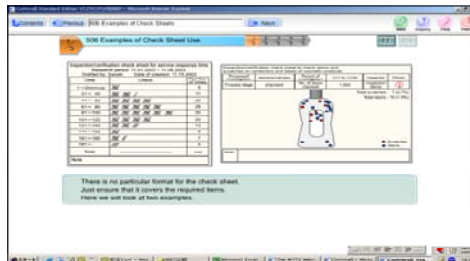
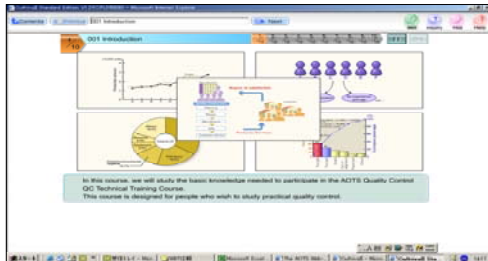
Course period : From one month before the course begins until the end of the course (estimated time to complete the course: 30 hours)

Course fee: Included in the INQM course participation fee

How to Use the Course

Access the AOTS distance training homepage <http://d-training.aots.or.jp> and login at the menu screen

Sample Screenshots



For further details, please contact us:

THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP
Training Division, Training Development Department
Tel: 03-3888-8238 Fax: 03-3888-8242
E-mail: mmvtdc@aots.or.jp <http://d-training.aots.or.jp>