

August 2016

Program Outline

&

Participation Requirements

of

The Program on Corporate Management for Nepal

[NPCM]

11 – 24 January 2017

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 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 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

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

The Program on Corporate Management for Nepal (NPCM) is one of such management training programs, which is being organized in collaboration with Nepal AOTS Alumni Society (NAAS), Federation of Nepalese Chambers of Commerce & Industry (FNCCI), Confederation of Nepalese Industries (CNI) and Nepal Chamber of Commerce (NCC), mainly designed for CEOs and senior executives of SMEs in order to improve the managerial capabilities of corporate executives in Nepal.

2. COUNTRY:

Nepal

3. NUMBER OF PARTICIPANTS:

30 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, CEOs, senior executives who are responsible for overall management of their companies. Managers of public organizations who give guidance for corporate management may also be accepted.
- (2) Participants should be, in principle, between 25 and 60 years of age.
- (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 Nepal.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA training programs (ODA-funded and CRTP programs) organized 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) 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 sending company may be limited if there are more applicants than HIDA can accept.

5. APPLICATION PROCEDURE:

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of HIDA, the address of which appears in Item, **no later than 24 October 2016 via Nepal AOTS Alumni Society (NAAS)** listed in Item 10, (HIDA will not accept any application documents directly sent from individual applicants). It is therefore recommendable to ask **NAAS** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

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

Notes:

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

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

The formats are readily downloadable at our website.

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

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **24 November 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 15 as of 24 October 2016, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To deepen participants' understanding of the characteristics of excellent Japanese companies including Japanese SMEs and insights into management philosophy and corporate strategy.
- (2) To enhance participants' abilities as top management by deepening their understanding of various managerial functions such as marketing, production, finance and human resource development.
- (3) To help participants formulate viable plans to solve managerial problems and/or to achieve their managerial objectives in their respective companies.

- DURATION

11 – 24 January, 2017 (2 weeks)

- CONTENTS

First Step

Participants will have an overview of excellent Japanese companies and also will deepen their understanding of the concept of the corporate philosophy and strategy as well as its process to develop.

Second Step

Participants will deepen their understanding of corporate management via examining various strategies in key managerial functions, such as financial management, marketing, human resource management, 5S, Kaizen activities, etc., through lectures, exercises and company visits, and will confirm the roles of executives as decision-makers in improving their management practices.

Third Step

On the last day of the program, participants will make a presentation on their findings during the program and future action plans to improve their management and leadership.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- 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

HIDA Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.hidajapan.or.jp/en/center/about/kkc.html>

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 7 for further information on accommodation.

Tentative Schedule
of
The Training on Corporate Management for Nepal [NPCM]
 11 - 24 January 2017 HIDA Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session
10 Jan. (Tue.)	(Arrival in Japan)	
11 (Wed.)	Orientation Opening Ceremony	LECTURE: Characteristics of Japanese-style Management - Essence of Corporate Management of Excellent Japanese Companies
12 (Thu.)	LECTURE: Management Philosophy and Strategy - Significance and Examples of Management Philosophy and Strategy - Process to Develop a Management Strategy	
13 (Fri.)	LECTURE/EXERCISE: Marketing Strategy - Process and Framework to Develop a Marketing Strategy - Concept of Marketing Mix - Methodology and <i>KFS</i> * of New Product Development (* <i>KFS</i> : Key Factors for Success)	
14 (Sat.)	Day off	
15 (Sun.)	Day off	
16 (Mon.)	LECTURE: Financial Management and Financial Statement Analysis - Profitability, efficiency and productivity analysis based on B/S, P/L, and CF calculation sheets - Cash flow management, etc.	
17 (Tue.)	LECTURE/EXERCISE: 5S, Kaizen (Improvement) Activities -Activities adopted by Japanese Companies such as 5S, Visual Management, Elimination of <i>Muda</i> (Waste), <i>Kaizen</i> Activities, etc.	COMPANY VISIT: Example of Corporate Management Strategy of Japanese Companies
18 (Wed.)	STUDY TOUR	COMPANY VISIT: Management Philosophy/Management Strategy
19 (Thu.)		COMPANY VISIT: Productivity Improvement Activities/Human Resource Management
20 (Fri.)		COMPANY VISIT: Marketing Strategy
21 (Sat.)	Day off	
22 (Sun.)	Day off	
23 (Mon.)	LECTURE: Human Resource Management - Create employee motivation techniques, - Team motivation techniques - Improvement of the stability of the work force - Training system in Japanese companies, - Leadership of Top Management in HRD	Preparation for Final Report
24 (Tue.)	Final Report Presentation	Final Report Presentation Evaluation of the Program/Closing Ceremony
25(Thu.)	(Departure from Japan)	

- Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
 (2) Several group discussion sessions will be arranged in the evening.
 (3) Though Sundays is day 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):

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 as shown in Table 2.

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

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 is not set up.

(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 FY2016 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.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by HIDA.

(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 ¥1,780 in cash to a participant for the cost of travel between Kansai international Airport (Osaka) and HIDA Kansai Kenshu Center (KKC).

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] Estimate of the Fees and Costs**Country: Nepal****International Travel Expenses: Kathmandu - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	283,830	283,830	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	None
(1) International Travel Expenses	132,000		
(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 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 820 x 15 days =	12,300		
2. Course Implementation Costs	350,000	202,000	148,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,780	1,780	
Total	635,610	487,610	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 (FY2016)

Unit: Japanese Yen

Country	Place of Departure	Place of Arrival	Airfare Limit
Nepal	Kathumandu	Osaka (Kansai)	132,000

Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by HIDA

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-cj@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:Nepal AOTS Alumni Society (NAAS)

Mr. Mahesh Kumar Nakarmi, President	P.O. Box 20994, House No. 1202/39, Kotdevi Marga, Koteswor, Kathmandu	
Mr. Prajwal Shrestha, General Secretary	Tel:	977-1-5100667, 5100786 (Yamamoto Talim Ghar)
	Fax:	977-1-5590817 (Attn. Ms. Amira Dali)
	E-mail:	naasytg@mail.com.np

Federation of Nepalese Chambers of Commerce & Industry (FNCCI)

Mr. Kishore Kumar Pradhan, Vice President	P.O. Box 269, Teku, Kathmandu	
	Tel:	977-1-4262061, 4262218, 4266889
	Fax:	977-1-4261022, 4262007
	E-mail:	fncci@fncci.org

Confederation of Nepalese Industries (CNI)

Mr. Megh Nath Neupane, Director-General	5th Floor, Trade Tower, Thapathali, Kathmandu	
	Tel:	977-1-5111122, 5111123
	Fax:	977-1-5111125
	E-mail:	cni@wlink.com.np

Nepal Chamber of Commerce (NCC)

Mr. Kailash Kumar Bajimaya, CEO Ms. Deepa Chitrakar, Under Secretary	Kantipath, Kathmandu	
	Tel:	977-1-4230947
	Fax:	977-1-422 9998
	E-mail:	chamber@wlink.com.np

11. FURTHER INFORMATION:**Training Administration Department of HIDA**

Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061 Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	shouhei-au@hidajapan.or.jp

PRE-TRAINING REPORT

**- The Program on Corporate Management for Nepal -
[NPCM]**

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. HIDA would duplicate and distribute it to lecturers and other participants as a reference material for the group discussions and presentations held during the program. This report may be used for modification of the curriculum.

1. Your name	
2. Name of your company/ organization	
3. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
4. Your position (preferably by attaching an organizational chart indicating your position)	
5. Your duties in detail	
6. Weakness and Strengths of your company/organization	(Weakness)
	(Strengths)

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Management Philosophy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management philosophy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe this management philosophy.</p> <p>3) How is the management philosophy put into practice in your own work?</p> <p>4) Have you been educating your subordinates in this management philosophy? If yes, please describe in detail how you do this.</p>
<p>9. Management Strategy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management strategy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe the management strategy.</p>
<p>10. Your expectations of the program</p>	

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 = 113 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 113 JPY

Question 6:

The HIDA training program costs about 5,600 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,600 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 (5,600 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 [_____]

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