TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON TRAINING COURSE

LEADERSHIP DEVELOPMENT PROGRAMME FOR MIDDLE MANAGEMENT LEVEL (MANAGERS)
IN JAPAN-MALAYSIA ECONOMIC PARTNERSHIP PROGRAM

JFY 2011

OCTOBER 17 to NOVEMBER 12, 2011

This information pertains to one of the Training and Dialogue Programs of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.
Preface

The Japanese Government extends official development assistance (ODA) to developing countries to support self-help efforts that will lead to economic progress and a better life for the citizens of those countries.

Since its foundation in 1974, the Japan International Cooperation Agency (JICA) has implemented Japan’s technical cooperation under the ODA program.

As of October 2003, JICA has transformed itself into an “Independent Administrative Institution”, a new form of governmental agency. Important changes include closer attention paid to grass-roots level cooperation, peace-building, cost performance, faster decision-making, and accountability. JICA continues to be an official agency responsible for implementing ODA programs, in particular technical cooperation, on behalf of the Government of Japan.

JICA’s programs include Technical Cooperation Projects, Dispatch of Technical Cooperation Experts, Technical Training of Overseas Participants, Development Studies, Dispatch of Japanese Volunteers, Disaster Relief and Grant Aid, etc.

Technical Training of Overseas PARTICIPANTS applies to key administrators, technicians and researchers in developing countries and areas. It includes the transfer of knowledge and technologies necessary for the development of those countries and areas through the training conducted by JICA both at home and abroad. This is one of the most fundamental “human resource development” programs implemented by JICA.

Those who have received such technical training are now contributing in many ways to the development of their home countries and areas. Many have gone on to become national leaders, top-ranking administrators, and researchers, while others are now imparting their acquired skills nationwide.

Course Background

In general, Malaysian Public Sector consists of Supporting Staff, Junior Officer, Middle Management Level (Managers) and High Management Level. One of the items stressed under Malaysian Government Training Policy is to have competent staffs at each level. In line with this, the officers should undergo various training programs. The Management Training Program for Middle Management Level (Managers) is designed by JICA for senior officers to develop their leadership ability, enhance and improve their decision making strategy and also to build their ability to achieve high performance.

This course has been implemented under “Economic Partnership Program (EPP)” in “Agreement between Malaysia and Japan for an Economic Partnership (JMEPA)” signed by the Prime Minister of Malaysia, Mr. Dato’ Seri Abdullah bin Haji Ahmad Badawi, and the Former Prime Minister of Japan, Mr. Junichiro Koizumi.
## 1. ESSENTIAL FACTS

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>Leadership Development Program for Middle Management Level (Managers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DURATION</td>
<td>October 17 to November 12, 2011</td>
</tr>
</tbody>
</table>
| DEADLINE FOR APPLICATION | **September 23, 2011**  
*for acceptance in the Embassy of Japan (or the JICA office)* |
| NUMBER OF PARTICIPANTS | 15                                                                    |
| LANGUAGE     | English (including English translated from Japanese through interpreters) |
| TARGET GROUP | Middle management level officials of central/local governments       |
| COURSE OBJECT | Through the training course, participants are expected to  
(1) understand the role of middle management in organization  
(2) understand the ability needed for middle management, such as leadership, organizational management, risk management and enhancing subordinates' ability.  
(3) find the direction for solving the issue that each participant is facing. |
| TRAINING INSTITUTION | Pacific Resource Exchange Center (PREX)  
Address: piaNPO Chikko 2-8-24, Minato-ku, Osaka 552-0021, Japan  
Tel.: 81(*)-6(**)-4395-2650  
Fax.: 81(*)-6(**)-4395-2640 |
| ACCOMMODATIONS | JICA Osaka  
Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan  
Tel.: 81(*)-72 (**)-641-6900  
Fax.: 81(*)-72 (**)-641-6910  
URL: [http://www.jica.go.jp/worldmap/english.html#osaka](http://www.jica.go.jp/worldmap/english.html#osaka)  
* If no room is available at JICA Osaka, JICA will arrange accommodations for participants at other appropriate places. |
| EXPENSES | Aside from living allowance, accommodation allowance and round-trip air tickets including airport facilities charges borne by the Government of Malaysia, the Government of Japan covers the following expenses through JICA in accordance with relevant laws and regulations.  
Details: Expenses for training, domestic transportation, free medical care for participants who become ill after arrival in Japan (costs related to preexisting illness, pregnancy and dental treatment are not included), etc. |

(*) country code of Japan  
(**) area code

(Notes)  
The Pacific Resource Exchange Center (PREX) was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (PECC). Since its inception, PREX has been contributing to human resource development of government officials and corporate executives mainly in the Asia and Pacific region.  
For up-to-date information access PREX on the Web at: [http://www.prex-hrd.or.jp/index_e.html](http://www.prex-hrd.or.jp/index_e.html)
Each day will start with a lecture or site visit followed by Q&A and discussion session. This basic structure will bring the best results for the purpose of the seminar that is information exchange and mutual understanding. The curriculum is as follows:

<table>
<thead>
<tr>
<th>Seminar Content</th>
<th>Seminar Item</th>
<th>Seminar Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2) Understanding of participants’ present situation and assignment setting</td>
<td>■ Self examination ■ Setting of seminar assignment and objectives</td>
<td>■ Presentation and discussion</td>
</tr>
<tr>
<td>(3) Understanding of management of enterprises and government organizations and the role of middle management</td>
<td>■ Transition of Japanese economy ■ Business management of Japanese enterprises ■ Management principles ■ The role of middle management</td>
<td>■ Lecture ■ Visit to companies and government organization ■ Opinion exchange with persons in charge</td>
</tr>
<tr>
<td>(4) Enhancing necessary ability for middle management</td>
<td>■ Leadership ■ Organizational management ■ Risk management ■ Enhancing subordinates’ ability</td>
<td>■ Lecture ■ Discussion ■ Opinion exchange with persons in charge</td>
</tr>
<tr>
<td>(5) Way to overcome the problems set by each participant.</td>
<td>■ Achievement from the seminar ■ Action plan presentation</td>
<td>■ Presentation and discussion</td>
</tr>
</tbody>
</table>
## Training Program

**Course: Leadership Development Program for Middle Management Level (Managers) JFY2010 [J1022495]**

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Type</th>
<th>Subject</th>
<th>Lecture or Organization</th>
<th>Place to Visit</th>
<th>Place to Stay &amp; Phone No.</th>
<th>Used to Help</th>
<th>Tabulation</th>
<th>Departure Time &amp; Recording Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/4</td>
<td>Arrival in Japan</td>
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<tr>
<td>10/5</td>
<td>Opening</td>
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<tr>
<td>10/6</td>
<td>Program Orientation (1)</td>
<td>Ppt</td>
<td>Orientation</td>
<td>Dr. LAU SIM&lt;br&gt;YER&lt;br&gt;Professor, Hitotsubashi U.&lt;br&gt;BICA Osaka, Meeting Room 1</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/7</td>
<td>Program Orientation (2)</td>
<td>Ppt</td>
<td>Orientation</td>
<td>Dr. LAU SIM&lt;br&gt;YER&lt;br&gt;Professor, Hitotsubashi U.&lt;br&gt;BICA Osaka, Meeting Room 1</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/8</td>
<td>Japanese Language Class</td>
<td>Optional</td>
<td></td>
<td>JICA Osaka, Special Meeting Room</td>
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<tr>
<td>10/9</td>
<td>Orientation to Japan</td>
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<tr>
<td>10/10</td>
<td>Calendar Visit to Malaysian Embassy</td>
<td>Shuttle Bus</td>
<td>Visit to Malaysian Embassy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/11</td>
<td>Visit to Himeji Castle</td>
<td>Shuttle Bus</td>
<td>Visit to World Heritage Site</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/12</td>
<td>National Museum</td>
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<tr>
<td>10/13</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/14</td>
<td>Business philosopher</td>
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<tr>
<td>10/15</td>
<td>Orientation of Public Sector through Private Business</td>
<td>Shuttle Bus</td>
<td>Orientation of Public Sector through Private Business</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/16</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/17</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/18</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/19</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/20</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/21</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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<tr>
<td>10/22</td>
<td>Study on Panasonic Business Philosophy</td>
<td>Shuttle Bus</td>
<td>Study on Panasonic Business Philosophy</td>
<td>JICA Osaka, Meeting Room 1</td>
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</tbody>
</table>

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**Reference Information: Training Program Schedule**
III. REQUIREMENT FOR APPLICATION

This seminar is designed for participants who are:
(1) mid-level officials of central or local government with more than five (5) years of practical experience, and under fifty (50) years of age.

Applicants should:
(1) be nominated by their government in accordance with the procedures mentioned in IV. below,
(2) have a sufficient command of English,
(3) be in good health, both physically and mentally, to undergo the training.
※Pregnancy : Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize the risk for their health. The procedures include (1) letter of the participant’s consent to bear economic and physical risks, (2) letter of permission from the participant’s supervisor, (3) letter of consent from your Embassy in Japan, (4) medical certificate. Please ask National Staffs in JICA office for the details.
(4) not be serving in the military.

ATTENTION

Participants are requested:
(1) not to change seminar subjects or extend the seminar period,
(2) not to bring any members of their family,
(3) to return to their home country at the end of their seminar according to the international travel schedule designated by the Malaysian government,
(4) to refrain from engaging in political activities or any form of employment for profit or gain, and
(5) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances participants may be required to return part or all of the training expenditure depending on the severity of said violation.
(6) to observe the rules and regulations of their place of accommodation and not to change accommodations designated by JICA.
IV. PROCEDURE FOR APPLICATION

1. A government desiring to nominate applicants for the seminar should fill in and forward one (1) original and three (3) copies of the Application form for each applicant, to the Embassy of Japan (or the JICA office) by September 23, 2011.

2. The Embassy of Japan (or the JICA office) will inform the applying government whether or not the nominee’s application has been accepted no later than September 30, 2011.

3. Submission of Questionnaire:
   Each applicant is required to submit his/her answers to the Questionnaire (page 5, Annex 1.) together with the Application Form. They will be used to set up the targets which he/she has to tackle through this seminar with the final goal of preparing an action plan. Accordingly, complete the questionnaire by following the instructions below.

   Purpose of Answering the Questionnaire
   • To clarify issues and problems that participants face presently in their work, and by doing so to facilitate the acquisition of knowledge and ideas leading to solutions during the seminar.
   • To provide information in advance regarding issues and problems faced by participants to lecturers and organizations to visit as reference in finding solutions.

   Instructions for Preparing Answers to the Questionnaire
   • Answer the Questionnaire (page 5) after reading carefully II. Curriculum (page 2,3) and understanding the concept of this seminar.
   • List three (3) issues/ problems or less for each topic.
   • Each issue/problem should be typewritten in thirty (30) words or less, and be (1) typed directly onto the Questionnaire in the ANNEX of this brochure, or (2) typed on an A4 size sheet of paper with double spacing.

V. OTHER MATTERS

1. Pre-departure orientation is held at the PSD and JICA Malaysia to provide the selected candidates with details on travel to Japan, conditions of training, and other matters.

2. Participants are strictly advised to visit the JICA Counter upon arrival at Kansai International Airport, the designated airport of arrival in Japan. The JICA Counter is located at the south-end corner of the arrival hall on the 1st floor. A JICA-designated Travel Agent will meet the participants at the JICA Counter, and guide them to the JICA Osaka or designated accommodations by charter bus. Please refer to the last page of this brochure to inquire about further details.

3. Participants who have successfully completed the seminar will be awarded a certificate by JICA.
ANNEX 1. Concept of Curriculum Structure of the Management Training Programme for Malaysian Government Officers

This training program is provided for officers attached to the agencies of Malaysian Government and is designed to improve their abilities by introducing examples of organizational management as well as the human resources development methods carried out in Japanese administrative bodies and private enterprises, so that the participants can reinforce the structure of the organizations to which they are attached or enhance their own abilities to execute their duties.

In accordance with the career level of participants, two courses, (1) “Management Training Programme for Junior Officer” and (2) “Management Training Programme for Middle Management Level Manager” are implemented. In planning the training program of this fiscal year, JICA has standardized the basic composition of these courses and clearly differentiated the curriculums while tailoring them to the participants. The features of respective courses are shown below.

1. Target group of each course:
   (1) “Management Training Programme for Junior Officer”:
      Junior officers working for administrative bodies in Malaysia
      * With working experiences of more than 3 years up to 10 years as a junior officer
   (2) “Management Training Programme for Middle Management Level Manager”:
      Middle management level managers working for administrative bodies in Malaysia
      * With work experiences of more than 5 years as a middle management level manager and age of 50 years or younger

2. Curriculum composition plan:

<table>
<thead>
<tr>
<th>Common Curriculum</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition of Japanese economy</td>
<td>To understand the transition of the Japanese economy after the Second World War</td>
</tr>
<tr>
<td>Management of Japanese enterprises</td>
<td>To understand the characteristics of the management of enterprises that underpinned Japan's economic growth</td>
</tr>
<tr>
<td>Management philosophy</td>
<td>To understand the importance of workplace ethics and management philosophy in Japan</td>
</tr>
<tr>
<td>Role of managerial staff</td>
<td>To understand the role and desired abilities of each managerial staff member</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Curriculum (Management Training Programme for Malaysian Government's Junior Officer)</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>* A junior officer is required, as a leader, to appropriately lead his/her subordinates to strictly observe policies and to have the ability to accomplish his/her duties.</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>To understand leadership as a playing manager</td>
</tr>
<tr>
<td>Team management</td>
<td>To understand management of the team to which he/she belongs</td>
</tr>
<tr>
<td>Problem solving</td>
<td>To understand the methods by which he/she can organize on-site issues and find ways to solve them</td>
</tr>
<tr>
<td>Enhancing subordinates’ ability</td>
<td>To understand the methods to develop human resources and to motivate his/her subordinates</td>
</tr>
</tbody>
</table>
**Course Curriculum (Management Training Programme for Malaysian Government’s Middle Management Level Manager)**

* A middle management level manager is required, as a core staff member of his or her organization, to have a wide range of management ability while being aware of the management of organization.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>To understand leadership as a core staff member of his or her organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization management</td>
<td>To understand the effective formulation of organization and staff deployment</td>
</tr>
<tr>
<td>Risk management</td>
<td>To understand the risks that an organization should be aware of and the methods to deal with them</td>
</tr>
<tr>
<td>Enhancing subordinates’ ability*</td>
<td>To understand human resources development, the personnel system, evaluation methods, and motivation of his/her subordinates</td>
</tr>
</tbody>
</table>
ANNEX 2. QUESTIONNAIRE
(Before you answer the questionnaire, please read 3. Submission of Questionnaire under IV. 
PROCEDURE FOR APPLICATION and follow the instructions.)

QUESTIONNAIRE

Please prepare the following material prior to your visit to Japan. It is to be used at the initial part of the seminar in Japan.

Your Name: ________________________________

Organization you are attached to: ________________________________

(1) Issues or problems presently faced in your work in terms of “Leadership”. Please write the problems which you would like to tackle and improve by attending this seminar. (Three items maximum, each in 30 words or less)

1. ____________________________________________________________

2. ____________________________________________________________

3. ____________________________________________________________

(2) Issues or problems presently faced in your works in terms of “Organizational management”. Again please write the problems which you would like to tackle and improve by attending this seminar. (Three items maximum, each in 30 words or less)

1. ____________________________________________________________

2. ____________________________________________________________

3. ____________________________________________________________
(3) Issues or problems presently faced in your work in terms of “Risk management”. Please write the problems which you would like to tackle and improve by attending this seminar. (Three items maximum, each in 30 words or less)

1

2

3

(4) Issues or problems presently faced in your work in terms of “Enhancing subordinates’ ability”. Please write the problems which you would like to tackle and improve by attending this seminar. (Three items maximum, each in 30 words or less)

1

2

3

(5) What skills would you like to improve as the Middle Management Level (Managers)? (Three items maximum, each in 30 words or less)

1

2

3

Thank you for your cooperation.
CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Osaka International Center (JICA Osaka)
Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan
TEL: 81-72-641-6900  FAX: 81-72-641-6910