Applicants must meet all the following requirements:

(1) Middle managers who supervise and instruct subordinates or specialists who are instructors/trainers (including future instructors/trainers) in the field of IR and/or HRM in Employers’ Organizations’ member companies or Employers’ Organizations.
   *Middle managers such as managers, section managers or section chiefs but not beyond these positions are preferable.

(2) Middle managers who have at least five years’ managing experience or specialists who have at least five years’ training experience in the field of IR and/or HRM in Employers’ Organizations’ member companies or Employers’ Organizations.
   *Five to fifteen years’ experience are preferable.

(3) Persons who are not over the age of 45 and not younger than 25 on the first day of the seminar.
   *It is strongly advised that applicants’ ages fall within the range of 25 and 45 in order to maximize the outcome (i.e. dissemination of the result of the seminar) and benefit from their participation in the seminar. The applicants who are under 25 or over 45 may not be eligible even if other requirements are satisfied.

(4) Persons who graduated from either a four-year college or university course, or have an equivalent educational background.

(5) Persons who have a good command of both written and spoken English.
   *If a candidate was not educated in English, a document which proves his/her English proficiency, e.g., official TOEFL or TOEIC score, should be attached.

(6) Persons who are recommended by both Employers’ Organization and their employer.

(7) Persons who are able to fully complete the seminar and to carry out two tasks.
   (a) To make a presentation on their ‘Action Plan’ on the final day of the seminar and to send an ‘Action Plan Implementation Report’ to AOTS by March 12, 2021.
   (b) To send the ‘Evaluation Sheet for the Participant’s Organization’ to AOTS upon their return home.

(8) Persons who are able to apply the lessons of the seminar in their daily working environment and to disseminate the learning experiences and knowledge acquired from the seminar after returning to their organization with the cooperation of Employers’ Organization.

(9) Persons who are physically and mentally able to attend the seminar.

(10) Persons should not be full-time students or military personnel.

(11) Persons who have not attended Employers’ Organization Cooperation Program previously in Japan over the past five years. However, the participants of EREO seminar which was held in FY2018 are eligible to apply for seminars from FY2020.

(12) Persons who can attend all lectures during the seminar period. Equipment such as a personal computer, a microphone, a webcam and internet connection to attend the online lectures should be prepared by themselves. Basically, the online lectures are supposed to be held from 11:30 to 14:30 and 15:30 to 18:30 in Japan Standard Time. For those in countries where there are difficulties taking live lectures because of the time difference, they are required to view a video stream of those lectures excluding sessions of presentations by participants and submit assignment after each session.

ペリブัสผดคร
ทุนอบรมประจำปี
2563

Instructors’ Training Course on the “Management Training Program (MTP)” [ERMI]

申請資格

1. 中級管理職員（包括未來的課程導師）在雇主組織的成員公司或雇主組織的授课或訓練人員。
   * 中級管理職員包括經理、部門經理或部門首席，但不包括這些職位之外的職位。

2. 中級管理職員，在IR和/或HRM領域有至少五年的工作經驗或在Employers’ Organizations’ member companies or Employers’ Organizations有至少五年培訓經驗。
   * 五到十五年的經驗是預ferable。

3. 年齡在45歲以上且不滿25歲的人士。
   * 建議申請人的年齡在25到45歲之間以最大化結果的宣傳和利益，25歲以下或45歲以上的申請人即使滿足其他要求也可能不被考慮。

4. 有四年學位或大學學位或同等的學術背景的人士。

5. 能流利使用英語的人士。
   * 如申請人在英語環境外接受教育，應連同申請一同提交證明語言能力的英語測試成績。

6. 由Employers’ Organization和其雇主推薦的人士。

7. 有能力完成整個培訓課程並完成兩個任務的人士。
   (a) 在最後一天在AOTS上提交‘行動計劃’，並在2021年3月12日之前提交‘行動計劃實施報告’。
   (b) 在返回後提交‘參與者組織評估表’。

8. 能將培訓課程的學以致用到日後的工作中，並與Employers’ Organization合作宣傳在培訓後返回組織的學習經驗和知識。

9. 身心健康，能夠參加培訓的人士。

10. 申請人不得為全職學生或軍事人員。

11. 以前五年內未曾參加Employers’ Organization合作培訓計劃的人士。
   * 為了公平起見，EREO培訓機構於2018年舉辦的參加者將有資格申請2020年培訓。

12. 能夠參加培訓期間的所有講座的人士。設備如個人電腦、麥克風、視訊及互聯網連接，應準備由自己準備。基本上，線上講座應於日本標準時間的11:30至14:30及15:30至18:30時段進行。對於時區存在差異的國家，因時間差額而無法參與現場講座的人士，應觀看講座錄影並在每個講座後提交作業。
## Tentative Schedule of ERMI

### 1. First Half (Online)

<table>
<thead>
<tr>
<th>Date</th>
<th>Morning Session</th>
<th>Afternoon Session</th>
</tr>
</thead>
</table>
| Nov. 30    | 12:30-13:00 Brief Guidance of Seminar and Opening Ceremony  
             | 13:00-14:30 Presentation of Pre-Training Report by Participants |
|            | Presentation of Pre-Training Report by Participants |
| Dec. 1     | Lecture: MTP Orientation                | Presentation of MTP by Instructor [1]  
             | #1 The Basic Principles of Management |
| Dec. 2     | Lecture*1: Characteristics of Japanese IR and HRM  
             | Lecture*1: Current Development and Future Challenges of Trade Unions in Japan |
| Dec. 3     | Presentation of MTP by Instructor [2]  
             | #2 Management, Human Behavior and Organization  
             | #3 Planning |
| Dec. 4     | Presentation of MTP by Instructor [4]  
             | #5 Controlling  
             | #6 Coordinating |
| Dec. 5     | Day Off                                | Presentation of MTP by Instructor [7]  
             | #10 Taking Care of Problems Concerning People  
             | #11 The Meaning of Developing Members |
| Dec. 6     | Day Off                                | Presentation of MTP by Instructor [9]  
             | #13 Leadership  
             | #14 The Development of Good Management |
| Dec. 7     | Presentation of MTP by Instructor [6]  
             | #9 The Frustration of Needs and Attitudes |
| Dec. 8     | Presentation of MTP by Instructor [8]  
             | #12 The Cultivation of Individual Skills and Abilities |
| Dec. 9     | Lecture: What Required for MTP Instructors? Announcement of Exercise Assignment Plan  
             | Lecture: Preparation for Exercise |

*1) The specific date and time is still unfixed. The lecture may be conducted in a different day during the above-described seminar period. We will let you know as early as possible.

*2) All lectures will live stream.

*3) A participant who lives in a country where there are difficulties taking live lectures because of the time difference, he/she is allowed to view a video stream of those lectures. However, as for sessions where participants are requested to give a presentation, he/she needs to attend live lectures.
2. Second Half (Online or Face-to-Face in Japan)

<table>
<thead>
<tr>
<th>Date</th>
<th>Morning Session (11:30-14:30 in Japan Standard Time)</th>
<th>Afternoon Session (15:30-18:30 in Japan Standard Time)</th>
</tr>
</thead>
</table>
| Feb. 1 (Mon.)| Participant Presentation Exercise on MTP [1]  
1. #1-1 What is Management?  
2. #1-2 Position and Roles of a Manager  
3. #1-3 Basic Stances as a Manager  
4. #2-1 Understanding Human Behavior | Participant Presentation Exercise on MTP [2]  
5. #2-2 The Needs and Desires of People  
6. #2-3 Human Behavior in the Organization  
7. #3-1 What are Planning and Standards? |
| Feb. 3 (Wed.)| Participant Presentation Exercise on MTP [3]  
8. #3-2 The Process and Essentials of Formulating Plans  
9. #3-3 Management by Objectives and Self-Planning  
10. #4-1 How to Assign Work  
11. #4-2 How to Give Directions | Participant Presentation Exercise on MTP [4]  
12. #4-3 Integration of Role Awareness  
13. #4-4 Delegation of Authority  
14. #4-5 Sharing of the Situation and Self-Direction |
| Feb. 4 (Thu.)| Participant Presentation Exercise on MTP [5]  
15. #5-1 What is Controlling?  
16. #5-2 Effective Use of Reports  
17. #5-3 Self-Control  
18. #6-1 What is Coordinating?  
19. #6-2 Coordination thorough Discussions | Participant Presentation Exercise on MTP [6]  
20. #6-3 Coordination through Meetings  
21. #6-4 Coordination through Integration  
22. #6-5 Management Process and Communication  
23 #7-1 Problems, Problem Awareness and Procedure to Solve Problems |
| Feb. 5 (Fri.)| Participant Presentation Exercise on MTP [7]  
24. #7-2 Effective Use of Information Necessary to Solve Problems  
25. #7-3 Enhancement of Creative Thinking  
26. #8-1 Improving Job Allocations  
27. #8-2 Job Enrichment | Participant Presentation Exercise on MTP [8]  
28. #8-3 Improving Work Method  
29. #9-1 The Frustration of Needs  
30. #9-2 Coping with the Frustration of Needs |
| Feb. 6 (Sat.)| Day Off                                                                                                               |                                                                                                                                   |
| Feb. 7 (Sun.)| Day Off                                                                                                               |                                                                                                                                   |
| Feb. 8 (Mon.)| Participant Presentation Exercise on MTP [9]  
31. #9-3 The Attitude of Members  
32. #9-4 How to Develop Positive Attitudes among Young Members  
33. #9-5 Mutual Communication to Develop Attitudes | Participant Presentation Exercise on MTP [10]  
34. #10-1 How to Handle Problems Concerning People  
35. #10-2 How to Apply a Solution to the Problems Concerning People  
36. #11-1 The Responsibility to Develop Members |
| Feb. 9 (Tue.)| 13:30-14:30 Presentation of Action Plan by Participants                                                                 | 15:30-18:00 Presentation of Action Plan by Participants  
18:00-18:15 Closing Ceremony |

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*2) All lectures will live stream.

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