



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION ADDENDUM

2 August 2017

- 1. Project Code** 17-IN-09-GE-DLN-A
- 2. Title** e-Learning Course on Management Innovation in SMEs
- 3. Addendum No.** 1
- 4. Reference** APO Project Notification 17-IN-09-GE-DLN-A dated 13 July 2017

5. Details

a) Item No. 4 “Venues” will change as follows:

Session 1:	Bangladesh, India, IR Iran, Nepal, Pakistan, and Vietnam
Session 2:	Cambodia, Fiji, Japan, Malaysia, Mongolia, Philippines, Sri Lanka , and Thailand

b) Item No. 5 “Implementing Organizations” will change as follows:

Session 1:	Bangladesh:	National Productivity Organisation, Dhaka
	India:	National Productivity Council, New Delhi
	IR Iran:	National Iranian Productivity Organization, Tehran
	Nepal:	National Productivity and Economic Development Centre, Kathmandu
	Pakistan:	National Productivity Organization, Islamabad
	Vietnam:	Vietnam National Productivity Institute, Hanoi
Session 2:	Cambodia:	National Productivity Centre of Cambodia, Phnom Penh
	Fiji:	National Training & Productivity Centre, Fiji National University, Suva
	Japan:	Japan Productivity Center, Tokyo
	Malaysia:	Malaysia Productivity Corporation, Kuala Lumpur
	Mongolia:	Mongolian Productivity Organization, Ulaanbaatar
	Philippines:	Development Academy of the Philippines, Manila
	Sri Lanka:	National Productivity Secretariat, Colombo
	Thailand:	Thailand Productivity Institute, Bangkok

Unless otherwise modified by the APO in writing, the other provisions of the Project Notification dated 13 July 2017 pertaining to this e-Learning Course will remain valid.

A handwritten signature in black ink, consisting of several overlapping, slanted strokes that form a stylized, somewhat abstract representation of the name.

Santi Kanoktanaporn
Secretary-General



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

13 July 2017

1. **Project Code** 17-IN-09-GE-DLN-A
2. **Title** e-Learning Course on Management Innovation in SMEs
3. **Timing and Duration**
Session 1: 11–14 December 2017 (four days)
Session 2: 15–18 January 2018 (four days)
4. **Venues**
Session 1: Bangladesh, India, IR Iran, Nepal, Pakistan, Sri Lanka, and Vietnam
Session 2: Cambodia, Fiji, Japan, Malaysia, Mongolia, Philippines, and Thailand
5. **Implementing Organizations**
APO Secretariat and the following NPOs:

Session 1
Bangladesh: National Productivity Organization, Dhaka
India: National Productivity Council, New Delhi
IR Iran: National Iranian Productivity Organization, Tehran
Nepal: National Productivity and Economic Development Centre, Kathmandu
Pakistan: National Productivity Organization, Islamabad
Sri Lanka: National Productivity Secretariat, Colombo
Vietnam: Vietnam National Productivity Institute, Hanoi

Session 2
Cambodia: National Productivity Centre of Cambodia, Phnom Penh
Fiji: National Training & Productivity Centre, Fiji National University, Suva
Japan: Japan Productivity Center, Tokyo
Malaysia: Malaysia Productivity Corporation, Petaling Jaya
Mongolia: Mongolian Productivity Organization, Ulaanbaatar
Philippines: Development Academy of the Philippines, Manila
Thailand: Thailand Productivity Institute, Bangkok
- (Note: To maximize project benefits, the local venue [city and/or videoconferencing center] may change depending on the level of interest, participant type, and suitability of the venue as advised by the NPO.)*
6. **Number of Participants** At least 20 enrollees from each participating country

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| 7. Closing Date for Nominations | Session 1: 10 November 2017
Session 2: 15 December 2017 |
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8. Objectives

- a. To enhance understanding of the concept and basic principles of management innovation in SMEs for higher productivity;
- b. To increase the capacity of SMEs to achieve long-term sustainability through the use of appropriate models of management innovation; and
- c. To learn about and share implementation strategies for successful application of management innovation in SMEs.

9. Background

Management innovation involves deliberate application of information, imagination, and initiative in deriving greater or different value from resources and encompasses all processes by which new ideas are generated and converted into useful products. This videoconferencing-based course will be a learning platform for SMEs to learn and share the latest trends and information on management innovation to achieve first-mover advantages, enjoy product success, capture market share, develop innovative, creative cultures, and ensure long-term sustainability so that they can enhance both their productivity and, more specifically, competitiveness in local and global markets.

The capacity to innovate in today's world is as important for SMEs as for larger enterprises. Greater competitive pressure and uncertainties in the external environment mean that the creation and introduction of new products/services, as well as of their components and related procedures and/or processes, are constant requirements. Although management innovation can always be understood as reinventing the process that governs the way things are done, finding appropriate ways to integrate appropriate approaches to management innovation is important to ensure that organizations benefit through improved overall performance and business leadership.

In embedding innovation in organizations like SMEs, setting strategies, which can be seen as maps for the creation of breakthroughs, should be the top priority. In addition to the organizational vision of innovation as a central topic, strategies should cover assessing innovative capabilities, actions to close gaps between the vision and current status, methods to internalize change management, etc. Leadership models, organizational culture, collaboration and networking, and business–technology alignments must be clarified before management systems can transform SMEs into innovative organizations.

10. Modality of Implementation

This course will be delivered using the APO's own videoconferencing platform and appropriate videoconferencing centers in each participating country. The main faculty comprising APO-assigned experts on management innovation will deliver presentations from their home countries. Each participating country group will be facilitated and/or moderated by a national project coordinator during the sessions in each videoconferencing center. The presentations of resource speakers will be interactive, involving exercises and case studies while allowing participants to raise questions and be involved in discussions. Each participating group in each country will make presentations on the best practices of and/or observations on managing innovation by SMEs after attending site visits. For individual

assessment, participants will take an examination on the final day of the course.

11. Scope and Methodology

Scope

- a. Principles of management innovation for SMEs;
- b. Prerequisites for successful management innovation for SMEs;
- c. Encouraging and managing change for organizational breakthroughs;
- d. Successful models of managing innovation; and
- e. The role of management innovators.

Methodology

Interactive e-lectures, group discussions, site visit(s), presentations on site visit(s) and/or case studies, and final assessment exam.

The tentative program for the sessions is given below:

Day	Activity
Day 1	Opening session and presentations by resource speakers
Day 2	Presentations by resource speakers
Day 3	Site visit(s), group discussions
Day 4	Country presentations on site visit(s), summing-up session, course evaluation, and examination

12. Qualifications of Participants

The participants are expected to possess the following qualifications:

Present Position	Staff and managers of SMEs including owner; NPO staff providing innovation consultancy for SMEs; policymakers or regulators involved in innovation policy for SMEs; or professionals with relevant backgrounds and experience.
Experience	At least two years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 to 50 years of age.

APO Certificate Participants are required to attend the entire program to receive the APO certificate of attendance.

13. Financial Arrangements

To be borne by participating countries

All local implementation costs not covered by the APO.

To be borne by the APO

- a. All assignment costs for resource persons to prepare presentation materials and deliver presentations.
- b. Rental and other charges of the videoconference centers in participating countries.
- c. Honoraria for national coordinators designated by NPOs and transportation costs for site visits, if necessary.

14. Actions by Participating Member Countries

- a. Each participating country is requested to nominate at least 20 participants and submit a list in the format to be provided by the Secretariat later. The list of nominations from each participating country must be finalized and sent to the APO Secretariat one week before the course begins. Please ensure that candidates nominated meet the qualifications specified above.
- b. Each participating country will identify an appropriate local coordinator. The coordinator will moderate group discussions among the participants during the e-learning course in consultation with the NPO and chief resource persons assigned by the APO Secretariat. The group discussions will include experience sharing, views of participants on management innovation for SMEs, and review of e-learning sessions. The coordinator will also make all necessary arrangements with the local videoconferencing center prior to commencement of the e-learning course to ensure that the facility is ready for the sessions.



Santhi Kanoktanaporn
Secretary-General