



SPEC CON  
HOLDINGS

**e-Learning  
Course Offerings**



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# Main

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# e-Learning Courses

Considering global trends that have driven training and development towards e-learning and the increased need for accessible learning solutions, SpecCon Holdings offers a myriad of online courses, consisting of computer skills, soft skills, leadership skills and more.

The courses are presented in a variety of formats, including text, videos, animations and simulations. Assessments and exams are aligned to SETA and SAQA requirements.



# Computer Courses

You may use the Next and Forward arrows to navigate this section. Alternatively, click on the specific course you would like to view for more information.



# Introduction to Computers

## What is Introduction to Computers about?

This course explains what a computer is and what it does, looking at the different elements of a computer, including the hardware and software components. You will learn the basic functions of a computer, how to hold and operate a mouse and a keyboard, how to open and close programs and documents, and many more exciting features.

### Unit 1 Introduction to computers

1. What is a computer?
2. What are hardware and software?
3. Different types of computers
4. What is a storage device?

### Unit 2 Input devices

1. What is an input device?
2. How to hold a mouse
3. How to use a mouse
4. Exploring the keyboard

### Unit 3 Output devices

1. What is an output device?
2. Printing

### Unit 4 Software

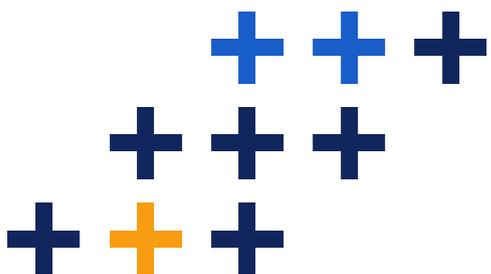
1. What is an operating system?
2. Exploring the desktop
3. Managing files with File Explorer
4. Exploring the taskbar
5. Personalising your desktop
6. What is application software?
7. Opening and saving applications

### Unit 5 Internet and Networks

1. Introduction
2. The internet and different networks
3. Network components and signing in
4. Types of telephone network connections
5. The World Wide Web
6. Internet and web applications
7. Modems, browsers and ISPs
8. Bandwidth
9. Types of internet access
10. Surfing strategies
11. Benefits and limits of the internet

### Unit 6 Setting up a computer workstation according to ergonomic and health and safety principles

1. Computer ergonomics
2. Computer health and safety
3. Setting up a computer workstation
4. Environmentally responsible practices



# Basic Microsoft Word

## What is Basic Microsoft Word about?

This course introduces the basic functionality of Microsoft Word and its ability to produce professional documents. You will acquire important techniques to create, edit and format your document content with ease. The course content has been designed to lead you through all the tasks you are most likely to perform in Microsoft Word.

### Unit 1

#### Getting started

1. Identifying the components of the Word interface
2. Customising the quick access bar
3. Creating a new Word document
4. Opening and displaying a document in different views
5. Saving a Word document
6. Print preview and printing a document
7. Accessing help in Word

### Unit 2

#### Editing a document

1. Selecting text in Word
2. Cut, copy and paste
3. Undo and redo commands
4. Finding and replacing text

### Unit 3

#### Formatting text and paragraphs

1. Applying different font options to text
2. Setting borders in a document
3. Highlighting text
4. Adding shading to a document
5. Using format painter to format text
6. Creating bulleted and numbered lists
7. Applying styles
8. Adjusting spacing options in a document
9. Adjusting the paragraph alignment of text

### Unit 4

#### Adding tables

1. Inserting tables
2. Formatting a table

### Unit 5

#### Inserting graphic objects

1. Inserting symbols and special characters
2. Inserting graphics

### Unit 6

#### Controlling page appearance

1. Adding a watermark and page colour to a document
2. Adding headers and footers
3. Controlling page layout

### Unit 7

#### Proofing of a document

1. Proofing a document
2. Automatic field added capability

# Intermediate Microsoft Word

## What is Intermediate Microsoft Word about?

The intermediate course offers a more in-depth look at Microsoft Word and its functions. The course shows you how to work with tables and charts. You will also learn how to change the style of a document, and work with pictures and graphics. By the end of the course, you will be able to control the text flow of a document, use and create templates and do a mail merge.

### Unit 1

#### Working with tables and charts

1. Sorting table data
2. Controlling cell layout
3. Creating a chart

### Unit 2

#### Creating formats using styles and themes

1. Creating and modifying text styles
2. Creating and modifying lists and table styles
3. Applying themes to documents
4. Inserting footnotes and endnotes

### Unit 3

#### Using images in a document

1. Resizing an image
2. Adjusting image correction options
3. Adjusting image colours
4. Applying artistic effects
5. Removing the background from an image

### Unit 4

#### Creating custom graphic elements

1. Creating and formatting text boxes
2. Using SmartArt graphics
3. Adding text effects

### Unit 5

#### Regulating text flow

1. Inserting section breaks
2. Inserting columns
3. Formatting a column

### Unit 6

#### Using templates

1. Creating a document using a template
2. Creating a template

### Unit 7

#### Using mail merge

1. Introduction to mail merge
2. Performing a mail merge



# Advanced Microsoft Word

## What is Advanced Microsoft Word about?

The advanced phase of our Word training takes you into a more in-depth world of the diverse ability and full functionality of the Microsoft Word program. We demonstrate advanced user techniques to position you ahead of the rest and enable you to produce complex, industry-competitive applications of various Word documents.

### Unit 1

#### Collaborating on documents

1. Sending a document as an attachment
2. Reviewing a document: Tracking changes

### Unit 2

#### Adding reference marks and notes

1. Adding captions and a table of figures
2. Adding cross references
3. Adding and removing bookmarks
4. Inserting hyperlinks
5. Inserting footnotes and endnotes
6. Adding citations and placeholders
7. Adding a bibliography

### Unit 3

#### Simplifying and managing long documents

1. Inserting blank and cover pages
2. Inserting an index
3. Inserting a table of contents
4. Adding a table of authorities

### Unit 4

#### Securing a document

1. How to work with hidden text
2. Setting formatting and editing restrictions
3. Setting a password for a document

### Unit 5

#### Macros

1. Recording a macro



# Basic Microsoft Excel

## What is Basic Microsoft Excel about?

The online basic Microsoft Excel course is designed for those who are unfamiliar with basic formulas and formatting, such as the 'plus and minus' functions. This course helps if the Excel screen is still a scary environment in general.



### Unit 1

#### Getting started

1. Identifying the elements of the Excel interface
2. Customising the Excel interface
3. Creating a basic worksheet
4. Opening and saving

### Unit 2

#### Performing calculations in an Excel worksheet

1. Creating formulas in a worksheet
2. Inserting functions in a worksheet
3. Copying and pasting formulas
4. Calculating formulas over multiple sheets

### Unit 3

#### Modifying an Excel worksheet

1. Editing worksheet data
2. Finding and replacing data
3. Copy, cut, paste and BODMAS
4. Automatic fill

### Unit 4

#### Modifying the appearance of a worksheet

1. Applying font properties
2. Adding borders and colours to cells
3. Aligning content in a cell
4. Applying number formatting
5. Applying cell styles
6. Adjusting the row height and column width
7. Inserting and deleting rows and columns

# Basic Microsoft Excel (continued)

## Unit 5

### Managing an Excel workbook

1. Managing worksheets
2. Viewing worksheets and workbooks

## Unit 6

### Printing Excel workbooks

1. Defining the page layout
2. Printing a workbook
3. Printing the same row on each page
4. Printing area

## Unit 7

### Other functions

1. Using comments
2. Spelling
3. Automatic word corrections

## Unit 8

### Google sheets

1. Google sheets



# Intermediate Microsoft Excel

## What is Intermediate Microsoft Excel about?

The Intermediate Microsoft Excel course is for those who understand the basics of Excel and are familiar with the Excel screen, formatting and basic formulas. You will explore basic Vlookups and pivot tables to ensure that you understand the more advanced formulas and functions of MS Excel.

### Unit 1

#### Calculating data with advanced formulas

1. Applying cell and range names
2. Naming ranges automatically
3. Using specialised functions
4. Fixed referencing

### Unit 2

#### Organising worksheets and table data

1. Sorting and filtering data
2. Creating and modifying tables

### Unit 3

#### Presenting data using charts

1. Creating a chart
2. Modifying charts
3. Adding data to charts

### Unit 4

#### Simplistic formulas

1. MIN, MAX and Average
2. COUNT, COUNTA and COUNTBLANK
3. Rounding

### Unit 5

#### Inserting graphic objects

1. Inserting graphic objects
2. Drawing and modifying shapes
3. Illustrating workflow using SmartArt graphics
4. Adding a background

### Unit 6

#### Custom formatting

1. Custom format numbers, dates, etc.

### Unit 7

#### Other functions

1. Watch window options
2. Text to columns
3. Subtotal function
4. Protection
5. Setting up calculations
6. Types of errors
7. Breaking links
8. Data validation
9. Hyperlinks

# Intermediate Microsoft Excel (continued)



## Unit 8

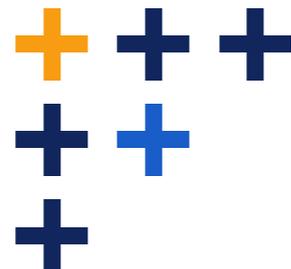
### Dates

1. Working with dates and time
2. Dynamic dates and TODAY and NOW functions

## Unit 9

### Formatting functions

1. Conditional formatting
2. Format painter
3. Paste special



## Unit 10

### Reporting formula

1. Pivot tables
2. Counting using pivot tables and drilling down into detail
3. Updating a pivot table with new data and adding multiple values
4. Using calculated fields in pivot tables
5. Removing or hiding subtotals, grand totals and filling blanks

## Unit 11

### Google sheets

1. Google sheets

# Advanced Microsoft Excel

## What is Advanced Microsoft Excel about?

SpecCon's Advanced Microsoft Excel course is called 'advanced' for a reason; it's not for amateurs! It is jam-packed with over 60 different functions and formulas. It teaches you to combine formulas and enables to take these to a new level. Most importantly, the course enables you to learn and discover further functions for yourself.

### Unit 1

#### Formula basics

1. Formula basics
2. Types of errors
3. Fixed referencing

### Unit 2

#### Logical functions

1. Logical test
2. IF function
3. OR function
4. AND function
5. IFERROR function

### Unit 3

#### Lookup function

1. Vlookup function
2. MATCH formula
3. Using the MATCH formula to populate the column index number
4. INDEX
5. OFFSET
6. Using Vlookup to fix data with mapping tables
7. Using a True or 1 in the Vlookup

### Unit 4

#### Reporting functions

1. ADDRESS formula
2. Pivot tables
3. Counting using pivot tables to generate lists
4. Updating values in a pivot table and adding multiple values
5. Using calculated fields in pivot tables
6. Changing the look and feel in pivot tables
7. Splitting pivot tables into multiple sheets and grouping data
8. Retrieving the field list when lost
9. Creating dashboards from pivot tables
10. SUMIFS formula
11. Recording macros and using macros to improve reporting
12. INDIRECT formula



# Advanced Microsoft Excel (continued)



## Unit 5 Text formulas

1. FIND formula
2. CONCATENATE formula
3. LEFT, RIGHT and MID functions
4. TRIM functions
5. PROPER/LOWER formulas
6. UPPER formula
7. SUBSTITUTE formula
8. VALUE formula
9. LEN formula

## Unit 6 Dates

1. Understanding dates and dynamic dates
2. Converting text to dates with formulas
3. NETWORKINGDAYS formula
4. END OF MONTH formula
5. Working with time
6. TEXT formula and dates

## Unit 7 Financial functions

1. PMT function
2. IPMT function
3. FV function
4. NPV function
5. IRR function

## Unit 8 Other

1. Using the find and replace option to edit formulas
2. Using conditional formatting to do reconciliations and finding duplicates
3. COUNTIF formula and using COUNTIF to number data
4. Goalseek

## Unit 9 Google sheets

1. Google sheets
2. More Google sheets
3. Import ranges
4. Google forms

# Microsoft Visual Basic for Excel

## What is Microsoft Visual Basic for Excel about?

Visual Basic is programming in Excel. Although the course is different from the run-of-the-mill formulas, advanced Excel knowledge is required. On the first day, you will become familiar with the various functions, while on the second day you will take part in 'practicals' where you apply the newly gained knowledge to different scenarios and become confident in practical use.

### Unit 1

#### VBA coding – where to start

1. Developer toolbar
2. Understanding coding for macros

### Unit 2

#### Basic functions

1. Referencing to sheets
2. Referencing to ranges
3. Declaring a variable

### Unit 3

#### User forms

1. Inserting a basic user form
2. Opening and closing user forms
3. Labels, text boxes and lists
4. Checkboxes, option boxes and toggle boxes

### Unit 4

#### Formulas

1. IF formulas
2. Nested IF formulas
3. Other formulas

### Unit 5

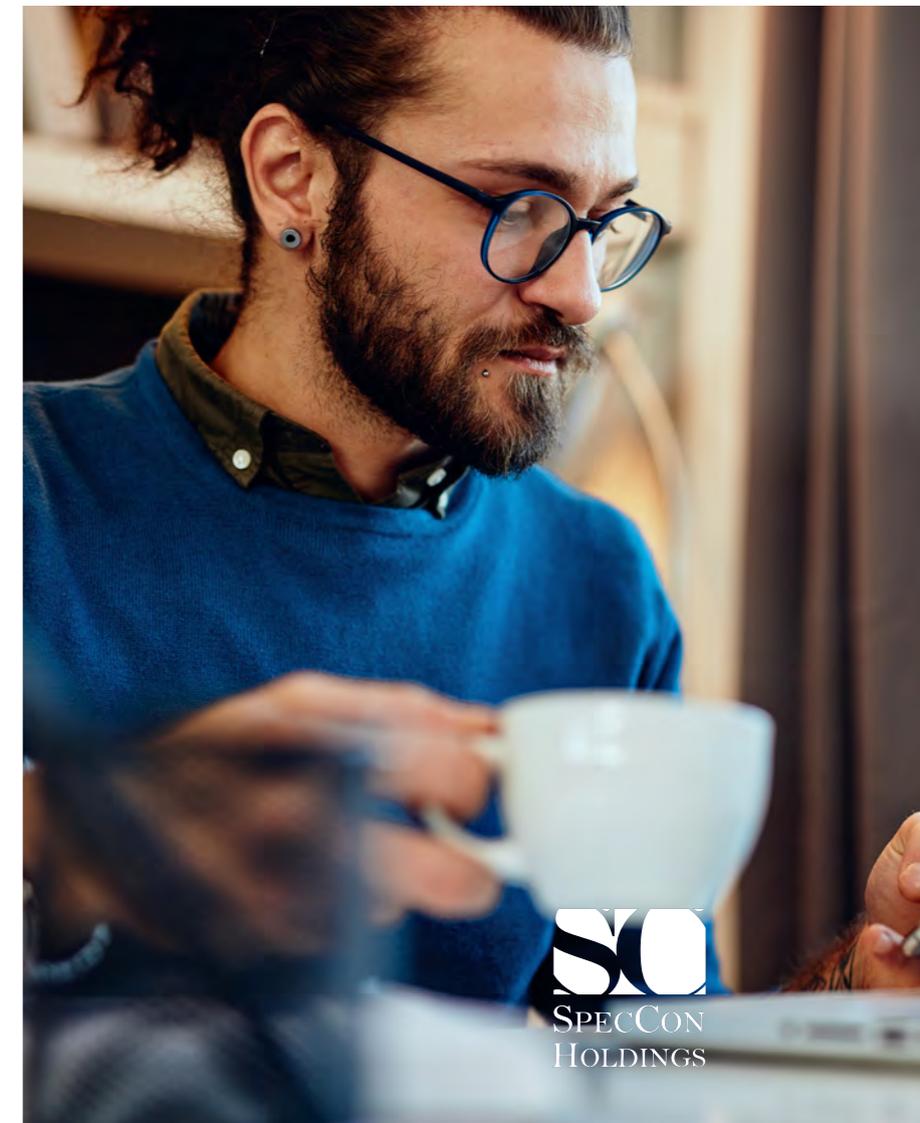
#### Loops

1. Loops
2. Using different modules for different macros and naming them
3. WITH statements

### Unit 6

#### Finishing your program

1. Testing and debugging
2. Protecting your code



# Microsoft Visual Basic for Excel (Continued)

## Unit 7

### Other codes

1. Protecting sheets and unprotecting sheets with coding
2. Message boxes
3. Hiding and unhiding sheets, rows and columns with coding
4. Inserting, deleting and renaming sheets
5. Cleaning cells
6. Running a code when opening a workbook
7. Using the personal macro workbook to save different codes and how to add codes to the customised ribbon

## Unit 8

### More complicated programs explained

1. Building a navigational sheet with buttons and userforms
2. Creating a userform which updates a database every time you change the database

## Unit 9

### Free codes to use

1. Opening multiple files and importing data
2. Unhiding all sheeting in a file
3. Listing all the sheet names in specific files



# Basic Microsoft PowerPoint

## What is Basic Microsoft PowerPoint about?

From A-Z, you will be equipped to create effective presentations while making the most of shortcut keys and methods to ensure maximum utility of Microsoft PowerPoint. Whether it be to convince management to invest in that new piece of equipment or to present the new annual budget to the board of directors, this course helps you put it in action.

### Unit 1 Getting started with PowerPoint

1. Finding your way in the PowerPoint environment
2. The quick access toolbar
3. Navigating in PowerPoint

### Unit 2 Slide basics

1. Inserting new slides
2. Modifying slide layouts
3. Moving and copying slides
4. Adding notes

### Unit 3 Working with text

1. Copying and moving text
2. Formatting text
3. Inserting and deleting text boxes
4. Formatting text in a text box

### Unit 4 Working with themes

1. Applying a theme to a blank presentation
2. Modifying a theme
3. Saving a theme

### Unit 5 Inserting images

1. Inserting and manipulating a picture
2. Inserting clipart
3. Inserting a screenshot

### Unit 6 Modifying lists

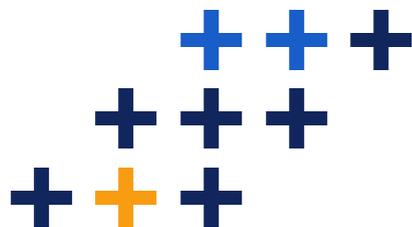
1. Applying bullets to a list
2. Customising the bullet style
3. Applying numbering to a list
4. Modifying number styles
5. Changing line spacing and indentation

### Unit 7 WordArt and shapes

1. Creating WordArt
2. Inserting shapes
3. Formatting shapes

### Unit 8 Transitions

1. Applying transitions
2. Modifying transitions
3. Advancing slides



# Basic Microsoft PowerPoint (continued)

## Unit 9

### Preparing to show your slide show

1. Adding your notes to your presentation
2. Spell checking your presentation
3. Printing your slides, notes and handouts
4. Presenting your slides using presentation tools

## Unit 10

### Adding headers and footers

1. Adding a footer
2. Adding a header
3. Adding a page number



# Advanced Microsoft PowerPoint

## What is Advanced Microsoft PowerPoint about?

In today's corporate environment it is vital that your presentations are original, powerful and effective. In this course, we take you through the advanced features of PowerPoint to give you the tools to win your audience over. Be at the top of your game!

### Unit 1 Tables

1. Creating a table slide
2. Changing row height/column width
3. Inserting/deleting rows/columns
4. Applying borders and shading

### Unit 2 Graphs

1. Creating graphs, i.e., column, pie, etc
2. Modifying and formatting graphs

### Unit 3 Working with objects

1. Drawing and modifying lines/shapes/text boxes
2. Aligning objects
3. Rotating and flipping objects
4. Grouping and ungrouping objects

### Unit 4 Using SmartArt

1. Inserting a SmartArt graphic
2. Converting an existing slide to SmartArt
3. Modifying the appearance of a SmartArt graphic

### Unit 5 Templates and masters

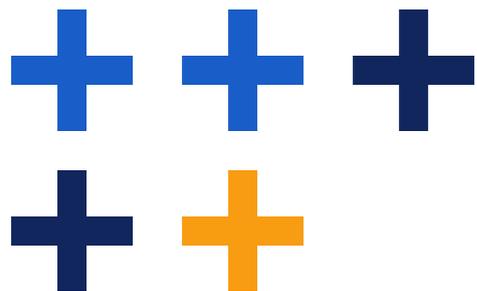
1. Creating and modifying templates
2. Working with slide masters
3. Modifying backgrounds and colour schemes

### Unit 6 Interactive slide show

1. Creating action buttons
2. Inserting hyperlinks

### Unit 7 Multimedia automation

1. Adding animated pictures
2. Adding sounds
3. Adding videos/movies
4. Playing a CD



# Advanced Microsoft PowerPoint (Continued)



## Unit 8 Importing and exporting

1. Importing and exporting between Word and PowerPoint
2. Importing and exporting between Excel and PowerPoint
3. Inserting slides from other presentations

## Unit 9 Setting up a slide show

1. Rehearsing timings
2. Creating custom shows
3. Creating and broadcasting video for remote audiences

## Unit 10 Slide setup options

1. Creating a self-running presentation
2. Packaging to a CD
3. Saving with embedded fonts
4. Saving a presentation as a show

## Unit 11 Working with multiple presentations

1. Working with multiple presentations
2. How to copy between presentations



# Basic Microsoft Access

## What is Basic Microsoft Access about?

This course explains how a database works and goes on to explore its components. Microsoft Access is an easy-to-use information management tool employed to create customisable database applications. It assists with storage of information for reference, reporting and analysis. It can help manage related data more efficiently than Microsoft Excel or other spreadsheet applications.

The course covers how to create table relationships and set primary and foreign keys, create queries and apply record groupings.

### Unit 1

#### Introduction

1. Identifying elements of the Access interface
2. Different types of databases in Access
3. Exploring database components
4. Exploring different databases
5. How to create an Access database
6. Using the Help function

### Unit 2

#### Tables

1. Database fields, records and columns
2. Creating tables
3. Setting field properties
4. Manipulating table design
5. Manipulating table data
6. Deleting a table

### Unit 3

#### Relationships

1. Setting primary and foreign keys
2. Creating table relationships
3. Editing relationships
4. Exploring sub data sheets

### Unit 4

#### Queries

1. Creating select queries
2. Extending queries with criteria and running a query
3. Using calculated fields in a query
4. Applying record groupings

### Unit 5

#### Forms

1. Using auto form wizard, creating a form manually and modifying a form

### Unit 6

#### Reports

1. Creating an auto report, using report wizard, imitations on reports and how to print

# Microsoft Outlook

## What is Microsoft Outlook about?

Microsoft Outlook is a communication software program used for email, calendar and task management. In this course, you will learn how to organise your inbox and simplify your life. There are many features to help you work not only faster but smarter as well.

### Unit 1

#### Electronic mail

1. Navigating the Outlook interface and changing the current view
2. Opening Outlook, creating and sending emails and closing Outlook
3. Formatting, using the spellchecker option and deleting messages
4. Working with multiple messages and copying text
5. Identifying the sender, replying, forwarding and saving draft messages
6. Moving, copying and recalling or replacing an email message
7. Attaching a file to an email and removing an attachment
8. Previewing, opening and saving an attachment
9. Creating, editing and attaching a signature to an email
10. Sending an automatic out of office reply email
11. Flagging, prioritising and adding reminders to emails
12. Organising and sorting emails
13. Searching and filtering through emails

### Unit 2

#### Calendar

1. Viewing and customising the calendar
2. Mailing, printing and sharing your calendar
3. Creating and editing an appointment
4. Creating and editing recurring meetings
5. Inviting others to a meeting
6. Replying to a meeting request
7. Keeping track of meeting responses

### Unit 3

#### Contacts

1. Creating and editing contacts
2. Creating a distribution list and saving contact details

### Unit 4

#### Tasks

1. Creating and editing a task
2. Assigning a task and responding to a task request

# Microsoft Outlook (Continued)

## Unit 5

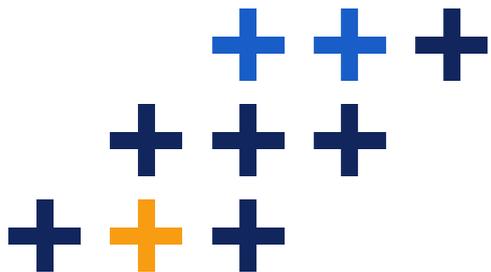
### More functions

1. Importing and exporting Outlook files.
2. Using categories for emails, calendars and contacts
3. Sharing and opening another user's calendar
4. Printing an email

## Unit 6

### Email etiquette and legislation

1. Sending emails
2. Attachments and forwarding
3. Formatting emails



# Financial Modelling

## What is Financial Modelling about?

While there is a lot of value in mastering the basic and intermediate array of functions offered by Microsoft Excel, for some, simply automating the day-to-day arithmetic functions involved in a simple balance sheet will not be enough to meet the financial accounting needs of a large company and a more in-depth knowledge is required. This course will equip you with the skills to significantly improve your company's control of its financials. The following topics are covered:

- Creating reports from multiple sources
- Simplifying reporting
- Reconciliation model
- Creating reports where actuals, budgets and prior years change with lists
- Compiling an age analysis in five minutes
- Amortisation tables



### Unit 1

#### Creating reports from multiple sources

1. Creating a pivot table to use as a database
2. Consolidating multiple pivot tables
3. Updating multiple pivot tables

### Unit 2

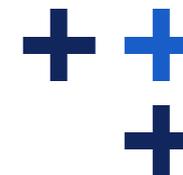
#### Converting multiple columns into a database format

1. Converting multiple columns into a database format

### Unit 3

#### Simplifying reporting

1. Introduction
2. Setting up the structure
3. Checking source data
4. Consolidating source data
5. Creating a mapping table, mapping data and validating mapping
6. Completing the report



# Financial Modelling (Continued)

## Unit 4

### Automatic reconciliations

1. Introduction
2. Numbering data automatically and making it unique
3. Steps in reconciling data (one list)
4. Reconciling two lists

## Unit 5

### Reporting by using the indirect formula

1. Introduction
2. Using indirect formula to report on column format data

## Unit 6

### Compiling an age analysis

1. Introduction
2. Fixing the dates and calculating the number of days
3. Creating a mapping table
4. Finishing an age analysis and reporting

## Unit 7

### Amortisation tables

1. Amortisation tables where the rates stay consistent
2. Amortisation tables where the rates and capital payments can change

## Unit 8

### Cash flows

1. Introduction
2. Fixing the signage
3. Creating adjustment columns
4. Creating a mapping table
5. Finishing the cash flow statement

# Leadership Courses



# Conflict Management

## What is Conflict Management about?

Conflict in the workplace can be a normal part of doing business. When properly managed, it can be beneficial as it fosters an environment of healthy competition. However, conflict may also have a detrimental effect. As a manager or business owner, you need to be aware of potential sources of conflict within your work environment.

### Unit 1

#### Main sources of conflict

1. Introduction
2. Possible sources of conflict
3. Positive and negative characteristics of conflict in the workplace
4. Conflict that may arise in personality types

### Unit 2

#### Appropriate techniques in conflict management

1. Various business conflict modes
2. Useful steps to be taken to manage conflict
3. Managing your own conflicts
4. Specific personalities and strategies on how to deal with them
5. Different stages of conflict

### Unit 3

#### Appropriate action plan and strategies to manage conflict

1. Introduction – methods available to resolve conflict in terms of the Labour Relations Act
2. Most appropriate strategy to resolve a particular conflict
3. Action plans for conflict resolution
4. Role organisational policies and procedures play in preventing/resolving conflict

### Unit 4

#### Attributes of an effective conflict manager

1. Personal attributes of a good conflict manager
2. Conducting a skills audit
3. Negative attributes which should be avoided or controlled by an effective conflict manager

# Communication Skills

## What is Communication Skills about?

Communication is the giving, receiving or exchange of information, opinions or ideas through writing, speech or visual means so that the material communicated is completely understood. Good communication matters because business organisations are made up of people. Typically, managers spend 75 to 80 per cent of their time engaged in some form of communication. Thus, communication is the essence of management, and the basic functions of management cannot be performed well without effective communication.

### Unit 1 Introduction to communication

1. Why is communication important in business?
2. Communication process
3. Purpose of communication
4. Types of communication
5. Email format

### Unit 2 Meetings

1. Types of meetings
2. Role of agendas in meetings
3. Meeting procedures
4. Process of chairing a meeting

### Unit 3 Report writing

1. Report writing
2. Types of business reports
3. Data collection
4. Compiling a report
5. Report writing process

### Unit 4 Oral presentations

1. Introduction
2. Creating the presentation
3. Building the presentation
4. Delivering your presentation



# Performance Management

## What is Performance Management about?

To accomplish multiple goals set in performance appraisals, most organisations are leaning towards a continuous programme of performance management. This is important to both the professional success of an organisation and the personal advancement of its employees. A productive performance management system serves an integral business function – it provides a two-way avenue of communication between a supervisor and an employee. It helps employees to improve performance, and it helps an organisation to succeed in a competitive, cost-conscious environment.

### Unit 1

#### Formulation

1. Introduction
2. Benefits of performance management
3. Steps in developing performance standards
4. Methods for monitoring employee performance
5. Involving team members in setting performance standards

### Unit 2

#### Preparing for a performance review meeting

1. Preparing for a performance review meeting
2. Preliminary assessment of performance
3. Deciding on methods of giving feedback
4. Giving constructive feedback
5. Documents for performance review interviews

### Unit 3

#### Conducting a performance review meeting

1. Conducting a performance review interview
2. Useful techniques to follow when doing the performance rating

# Business Ethics

## What is Business Ethics about?

This course explores the relationship and conflict between values, ethics and organisational culture. The first unit also covers the impact of organisational values and culture on organisations. In business, you have to answer to many different people: customers, shareholders and clients. Determining what to do when an ethical dilemma arises among these different interests can be tricky, and as such, business ethics are complex and multifaceted. This course covers the importance of ethics in South Africa, including the South African Constitution, the Batho Pele principles and the King report. It looks at the roles, benefits and ethics of corporate governance.

### Unit 1

#### Ethics, values and culture

1. How to apply the principles of ethics to improve organisational culture
2. Relationship between personal values, ethics and organisational culture
3. Relationship between ethics and organisational culture
4. Types of cultures and how they influence ethics and values
1. Conflicts between personal values and organisational values and ethics
2. Illustrations of conflicts
3. Impact of organisational values and culture on organisations
4. Role of organisational values and culture on triple bottom line

### Unit 2

#### Understanding ethics, values and culture

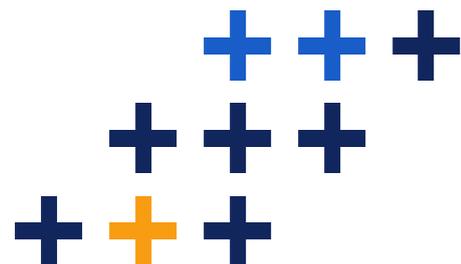
1. Importance of ethics in South Africa
2. Batho Pele principles
3. The King report
4. Corporate governance and ethics
5. Role of corporate governance
6. Benefits of corporate governance
7. Ethics of corporate governance
8. Ethical practices in a unit

# Business Ethics (Continued)

## Unit 3

### Principles of corporate ethics

1. Principles of corporate ethics
2. Assessing individual and organisational conduct, values and ethics
3. Conducting a survey to collect information on organisational values, codes of conduct and ethics
4. How do you prepare a survey?
5. Sampling
6. Interviews and phone surveys
7. Evaluating the current state against desired state with respect to values, ethics and code of conduct
8. Elements of a SWOT analysis
9. Setting goals and objectives



## Unit 4

### Recommendations for strengthening organisational values, code of conduct and ethics

1. Developing an implementation plan to strengthen organisational values, ethics and code of conduct
2. Roles and responsibilities of a manager in strengthening ethics, code and values
3. Promoting the values, code and ethics
4. Elements of a communication plan
5. Monitoring and evaluating improvements in values, code and ethics



# Innovation

## What is Innovation about?

This course provides an overview of the whole innovation process, from developing a plan for creating an environment conducive to innovation, through to the creative thinking process.

The first section covers the concept of innovation, culture for innovation, interpreting and analysing findings and identifying areas for improvement. The second section looks at the concept of creativity, the difference between invention and innovation, and the main creativity techniques, namely, brainstorming, mind-mapping, problem-solving and lateral thinking.

Creative thinking is a way of looking at problems or situations from a fresh perspective, which suggests unorthodox solutions. Creative thinking can be stimulated by various processes or techniques as mentioned previously. The last section of this course delves into the application of creativity techniques.



### Unit 1

#### Assessing a unit for innovation opportunities

1. Concept of innovation
2. Barriers to innovation
3. Environment conducive to innovation
4. Communication
5. Processes
6. Incentivising innovation
7. Creating a basic worksheet
8. Interpreting and analysing findings
9. Detailed analysis
10. Interpreting information

### Unit 2

#### Understanding the concept of creativity

1. Concept of creativity
2. Creativity techniques
3. Mind-mapping
4. Lateral thinking
5. Problem-solving techniques

# Innovation (Continued)

## Unit 3

### Developing a plan for creating an environment conducive to innovation

1. Role of unit manager in creating an environment conducive to innovation
2. Developing a plan to create an environment conducive to innovation
3. Process of implementing an environment conducive to innovation
4. Promoting the plan

## Unit 4

### Creative thinking process

1. Application of creativity techniques
2. Brainstorming
3. Mind-mapping
4. Lateral thinking
5. Generating alternative solutions
6. Selecting the best alternative
7. Developing a concept for implementation



# Recruitment Process

## What is Recruitment Process about?

Nothing saves you more time and money than recruiting the correct person first time around. As a manager or business owner, you require certain skills to match the right person to the right job. This course will provide you with the knowledge to find the right candidate for the job. You will learn about selection procedures, resources and methods needed for recruitment and selection, as well as the recruitment and selection plan.

The course also looks at how to deal with applicant responses and the initial screening process, the implementation of corrective action and the applicant database. It also discusses reviewing decisions and performing delegated tasks.

### Unit 1

#### Planning and preparing for recruitment and selection

1. Planning and preparing for recruitment and selection
2. Sources of relevant and complete information
3. Job specifications
4. Job profile
5. Selection procedures
6. Online screening and short listing
7. Ability and aptitude tests
8. Deciding which selection methods to use
9. Defining your organisational requirements
10. Confirming the selection procedure
11. Resources and methods needed for recruitment and selection
12. Professional associations and networking
13. Selection criteria and control procedures
14. Recruitment and selection plan
15. Elements of a recruitment and selection plan

### Unit 2

#### Recruiting applicants

1. Recruiting applicants
2. Recruitment advertising
3. Initial screening process
4. Implementation of corrective action
5. Preparing a list of potential candidates
6. Applicant database
7. Dealing with unplanned events
8. Unplanned events during the recruitment process

### Unit 3

#### Selecting staff

1. Selecting staff
2. Verification methods
3. Interview process
4. Shortlisting to reflect results of candidate assessment
5. Giving feedback
6. Documenting records

# Empower Team Members

## What is Empower Team Members about?

The success of any project depends on the contribution of every member in the team, but some teams work better together than others. When members of a team have a sense of ownership and believe that their contributions are valued, they feel motivated to contribute their optimum effort.

It is imperative to understand the role, duties and responsibilities of each team member before starting a project. You will explore these important points, how to give feedback to team members and how to deal with team members effectively.

This course also deals with reviewing decisions and performance of delegated tasks.

### Unit 1

#### Recognising team member performance

1. Recognising team member performance
2. Roles, duties and responsibilities of each team member
3. Additional examples of roles of team members
4. Giving feedback to team members
5. Giving feedback effectively
6. Dealing with team members effectively

### Unit 2

#### Encouraging participation in decision-making

1. Encouraging participation in decision-making
2. Providing alternatives, evaluating and selecting one alternative for implementation

### Unit 3

#### Delegation of tasks

1. Delegation of tasks
2. Decision-making authority
3. Establishing an information sharing system
4. Monitoring the successful completion of delegated tasks and using performance as a means of ongoing development
5. Recognising successful achievement of delegated tasks

### Unit 4

#### Reviewing decisions and performance of delegated tasks

1. Reviewing decisions and performance of delegated tasks
2. Reviewing delegated tasks

# Emotional Intelligence

## What is Emotional Intelligence about?

Emotional intelligence is the ability to understand and manage your own emotions and those of the people around you. People with a high degree of emotional intelligence know what they are feeling, what their emotions mean and how these emotions can affect other people.

This course teaches the concepts and principles of emotional intelligence, as well as the importance, role and impact of emotional intelligence on interpersonal relationships in life and work situations. It looks at the consequences of applying emotional intelligence, the correct ways of giving and receiving feedback and includes a case study.

### Unit 1

#### Introduction to emotional intelligence

1. Principles and concepts of emotional intelligence in life and work relations
2. Importance of emotional intelligence

### Unit 2

#### Role of emotional intelligence in interpersonal relationships in life and work situations

1. Role of emotional intelligence in interpersonal relationships in life and work situations
2. Techniques for giving and receiving feedback
3. Useful techniques to employ when giving feedback
4. Receiving feedback

### Unit 3

#### Impact of emotional intelligence on life and work situations

1. Impact of emotional intelligence on life and work interactions
2. Emotional intelligence in the workplace
3. Conflict within the workplace
4. Conflict management techniques
5. Consequences of applying emotional intelligence



# Emotional Intelligence (continued)

## Unit 4

### Evaluating own level of emotional intelligence to determine development areas

1. Evaluating own level of emotional intelligence to determine development areas
2. Different methods of measuring emotional intelligence
3. Target scoring
4. Signs of low EQ or unhealthy development of innate emotional intelligence
5. Techniques for improving own emotional intelligence



# Promoting a Learning Culture

## What is Promoting a Learning Culture about?

In this course, you will discover how to start evaluating the learning culture of an organisation. Doing this will help you pinpoint what kind of learning culture you currently have, identify gaps and ascertain your organisation's readiness for change.

The learning cycle is a continuous process which consists of many elements such as identification, design, delivery and evaluation. This course looks at promoting learning and development opportunities, the benefits of learning and development, as well as meeting learning and development needs. It ends with the different levels of evaluation of the impact that the promotional strategies had on the workplace.

### Unit 1

#### Status of a learning culture within an organisation

1. Status of a learning culture within an organisation
2. Elements of a learning culture
3. Gathering information
  - \*Other types of observational research
  - \*Questionnaires
4. Analysis of information
5. Quantitative and qualitative indicators
6. Possible explanations for current status
7. Potential contribution of learning and development to the attainment of organisational and individual goals

### Unit 2

#### Develop strategies for promotion of a learning culture

1. Strategies for promotion of a learning culture
  - \*Special projects and assignments
  - \*Manager as educator
2. Organisational learning strategies
3. Relevance of strategies
4. Costs associated with promotion activities
  - \*Training and development evaluation, cost benefit analysis
5. Stakeholder involvement

### Unit 3

#### Implement strategies to promote a learning culture

1. Strategies to promote a learning culture
2. Benefits of learning and development
3. Aligning promotion of learning with current skills profiles
4. Sustaining promotion activities
5. Evaluating the impact of promotional strategies

# Talent Management

## What is Talent Management about?

Organisations are made up of people: people creating value through proven business processes, innovation, customer service, sales and many other important activities. As an organisation strives to meet its business goals, it must make sure that it has a continuous and integrated process for recruiting, training, managing, supporting and compensating these people.



### Unit 1

#### Conducting a training needs analysis

1. Conducting a training needs analysis
2. Concept of talent management
3. Talent management strategy
4. Determining the skills gap and training needs
5. Conducting a skills audit
6. Skills audits may be conducted in several ways
7. Integrating results of performance appraisal in a training needs analysis
8. Stakeholder input in interpretation of analysis results of training needs

### Unit 2

#### Recording results of a training needs analysis

1. Recording results of a training needs analysis
2. Training needs analysis report
3. Relating developmental needs to career development paths and talent management strategy

# Talent Management (Continued)

## Unit 3

### Compiling a personal people development plan

1. Compiling a personal people development plan
2. Learning programmes to address learning needs
3. Job shadowing
4. Setting objectives and desired outcomes of a learning programme
5. Implementation of learning intervention
6. Programme administration – coordination
7. Training programme design and development
8. Training design and development
9. Facilitation
10. Assessment
11. Recording and reporting on learner interventions
12. Role of unit manager in talent management and people development
13. Aligning a training development plan to legal requirements
14. National Qualifications Framework (NQF)
15. Recognition of Prior Learning (RPL)
16. Promotion of lifelong learning

## Unit 4

### Implementation of the people development plan

1. Implementation of the people development plan
2. Writing final evaluation reports from stakeholder evaluations
3. Trainer self-assessment questionnaire for use after the session



# Coaching

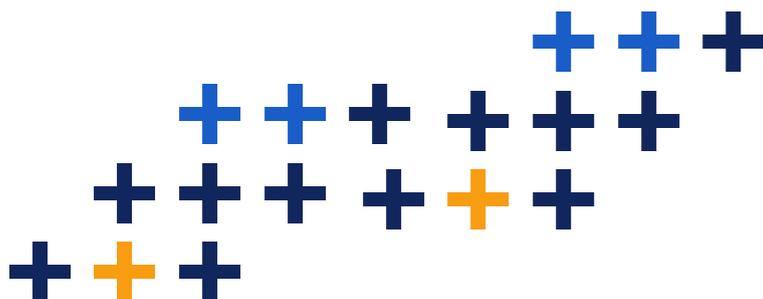
## What is Coaching about?

This course is intended for those who need to select and coach first line managers. It is important to select a first line manager who has the potential to grow into an identified role. It is crucial to know the Key Performance Areas (KPA) and the Key Result Areas (KRAs) before filling a position. A job profile must be evaluated in order to determine the KPAs for a first line manager. The purpose of a job profile is to define the function, accountabilities and requirements of a position. This course explains the difference between KPAs and KRAs, and looks at the employee selection process, assessments and the interview process.

### Unit 1

#### Selecting a first line manager

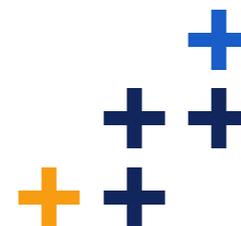
1. Selecting a first line manager
2. Identifying key performance areas from a first line manager's job profile
3. Understanding the requirements of the first line manager position
4. Process of selecting candidates
5. Verification methods
6. Video on assessing candidates against position requirements
7. Interview process
8. Making decisions and providing feedback to candidates



### Unit 2

#### Planning the coaching process

1. Planning the coaching process
2. Developing a coaching plan
3. Steps to take when developing a coaching plan
4. Preparing records of expected performance or performance standards
5. Creating a system for recording decisions and commitments prior to coaching



### Unit 3

#### The coaching process

1. The coaching process
2. Role of a coach
3. Purpose, content and schedule of the coaching process
4. Conducting a coaching session
5. Elements of an effective coaching session
6. Coaching strategies
7. Coaching meeting checklist

# Coaching (Continued)

## Unit 4

### Monitoring and measuring results of coaching sessions

1. Monitoring and measuring results of coaching sessions
2. Guidelines for assessment
3. Giving feedback during and after coaching sessions
4. Giving positive feedback
5. Recording corrective action where requirements were not met
6. Conducting follow-up action



# Building Teams

## What is Building Teams about?

Many people tend to assume groups and teams are the same. In reality, the two are very different. In this course, you will look at the theory of teams and the role of teams in the workplace, the types and importance of teams, as well as the qualities of a good team.

The term 'group dynamics' can be described as the processes that occurs when people interact in a group. Team dynamics can strongly influence how a team reacts, behaves or performs. Being able to observe and understand these processes will help make the team work more effectively.



### Unit 1

#### Theory of teams and its role in workplace

Together everyone achieves more! Here you will learn what a team is, what a group is and how the two are different.

1. Theory of teams and its role in the workplace
2. Types of teams
3. Importance of teams
4. Qualities of a good team

### Unit 2

#### Theory of teams and team dynamics

All groups and teams are mini social systems, composed of various types of interaction.

1. Theory of teams and team dynamics
  - \*Group norms
  - \*Presence of others
2. Group conflicts
3. Stages of conflict

# Building Teams (Continued)

## Unit 3

### Team building

There are various ways of building a strong team, which will inevitably have a positive effect on the team's performance.

1. Team building
2. Team building process
3. Stages of team development
4. Storming
5. Norming
6. Promoting trust in the team
7. Promoting cohesion in the team
8. Promoting creativity in the team
9. Promoting productivity in the team by delegating

## Unit 4

### Team leaders

In this video, we look at team leadership, and we also examine the functions of team leaders.

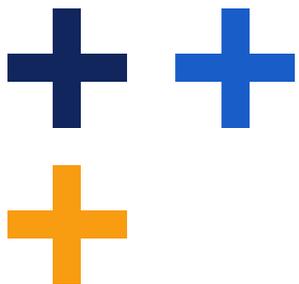
1. Team leadership
2. Leadership styles
3. Laissez-faire style of leadership
4. Bureaucratic leadership
5. Problem-solving in teams

## Unit 5

### Evaluating team effectiveness

How can we evaluate team effectiveness? Is it indeed measurable? In this video, we analyse team effectiveness.

1. Evaluating team effectiveness
2. Analysis of team effectiveness
3. Developing an action plan
4. Obtaining team commitment to the action plan



# Change Management

## What is Change Management about?

Change is a constant in many of our lives. All around us technologies, processes, people, ideas and methods often change, affecting the way we perform daily tasks and live our lives. Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes. If you force change on people normally problems arise. Change must be realistic, achievable and measurable.

### Unit 1

#### Concept of change

1. Concept of change
2. Change management process
3. Nature of change in an organisation
4. Positive and negative impact of change on a business
5. Negative impact of change
6. Successful and sustainable change

### Unit 2

#### Determining the need for change in a unit

1. Importance of correctly identifying the reason for change
2. Steps to follow to determine if change is necessary
3. Using SWOT analysis to substantiate the need for change

### Unit 3

#### Models for implementing change

1. Models for implementing change
2. Understanding Lewin's model
3. Practical steps for using the framework
4. 'Adkar' – a model for change management
5. Business dimension of change
6. Kotter's 8 Step Change model

### Unit 4

#### Implementing the change process

1. Implementing the change process
2. Managing resistance to change
3. Roles and competencies of change agents
4. Catalyst
5. Competencies of change agents
6. Functional/technical competencies
7. Personal (effectiveness)/self-management competency

# Workplace Relations

## What is Change What is Workplace

In today's working environment, it is only individuals with excellent interpersonal skills who rise to the top in their personal effectiveness and organisational growth. This is because interpersonal skills enable employees to successfully navigate the dynamic and challenging workplace environment. This course delves deeper into the importance of interpersonal relationship skills and qualities in the workplace, networking opportunities and why networking is essential for success.

### Unit 1

#### Networking in the workplace

1. Networking in the workplace
2. Interpersonal skills
3. Importance of interpersonal skills
4. Networking
5. Networking opportunities
6. Avenues for communicating with stakeholders
7. Strategies and tips for networking

### Unit 2

#### Establishing constructive relationships with managers

1. Establishing constructive relationships with managers
2. Seeking guidance and information
3. Consulting managers when executing tasks
4. Raising quality concerns with managers

### Unit 3

#### Managing conflicts in a unit

1. Managing conflicts in a unit
2. Phases of conflict
3. Conflict management
4. What is your conflict handling style?
5. Referring conflicts to appropriate authority or managers

### Unit 4

#### Teamwork

1. Teamwork
2. Building a team
3. Opportunities to discuss work and personal issues
4. How to give constructive feedback
5. Giving advice
6. Communicating changes to team members
7. Communication can either be verbal or written

# Diversity

## What is Diversity about?

The world's increasing globalisation requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organisations need diversity to become more creative and open to change. Maximising and capitalising on workplace diversity has become an important issue for management today.

### Unit 1

## Diversity in the workplace

1. Definition of key terms
2. Definition of diversity
3. Diversity as a potential source of discrimination
4. Implications of diversity for external and internal relationships
5. Cultural biases, stereotypes and perceptions, and their influence on diversity
6. Suggestions to facilitate cross-cultural communication
7. Being aware of your own potential biases and prejudices
8. Perception and diversity
9. Person's perception and workforce diversity
10. Embracing a diverse gender workplace



# Diversity (Continued)

## Unit 2

### The reality of diversity and its value

1. Introduction
2. Benefits of diversity in employees and clients for an organisation
3. Ways of utilising the diverse talents, attitudes and values of employees
4. Components of attitude
5. Perspectives
6. Reflection of the community
7. Ways of meeting the diverse needs of employees
8. Ways of meeting the diverse needs of clients with a range of products and services
9. Reflection
10. Examples
11. Encouraging diverse viewpoints in meetings

## Unit 3

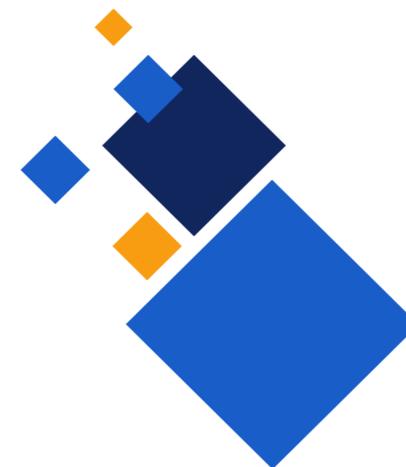
### Managing team members

1. Introduction
2. Tools for managers to overcome communication barriers
3. Creation of mutual respect and trust
4. Common beliefs, values, interests and attitudes that serve as a basis for leading a team
5. Encouraging the expression of diverse viewpoints
6. Sensitivity towards and understanding of diversity

## Unit 4

### Dealing with disagreements and conflict arising from diversity in the unit

1. Introduction
2. Recognising and dealing with all incidents of conflict and disagreement
3. Using disagreements and conflict as opportunities for learning
4. Identifying and managing all cases of discrimination and discriminatory practices



# Leadership Theories

## What is Leadership Theories about?

This course discusses the traits and behaviours that individuals can adopt to boost their own leadership abilities. It also helps you understand what makes leaders act the way they do.

The qualities of leaders, the role of leaders and the different leadership styles are discussed, as well as a development strategy for leadership. Organisations need both strong leaders and managers to be truly successful. The one does not replace but rather complement the other. The last section of this course covers the trait model of leadership and the difference between transformational, transactional, visionary and servant leadership.

### Unit 1

#### Concept of supervisory leadership

1. Concept of supervisory leadership
2. Qualities of leaders
3. Role of leaders
4. Leadership styles
5. Developing a leadership development strategy

### Unit 3

#### Leadership theories

1. Leadership theories
2. Transformational leadership
3. Transactional leadership
4. Visionary leadership
5. Servant leadership theory

### Unit 2

#### Leadership and management

1. Leadership and management
2. Differentiating roles of leaders and managers
3. Concepts of responsibility and accountability



# Risk Management

## What is Risk Management about?

This course starts by exploring the concept of risk and the factors that can constitute risks, i.e., legislation affecting business operations in South Africa, health risks and a few others. It looks at organisational policies and procedures as the strategic link between a company's vision and its day-to-day operations and how these could be beneficial in the management of risk.

The second section of this course deals with the two main ways of identifying risk, sources of information available to assist with this task and scenarios that can constitute a risk. It then looks at risk assessment, the level of risk, elements of risk analysis and impact analysis. It explores the steps to take when testing and revising a contingency plan, as well as recommendations on improvements to contingency plans.

### Unit 1

#### Understanding risk

1. Understanding risk
2. Concept of risk management
3. Factors that can constitute risks
4. Employment Equity Act
5. Financial risks
6. Operational risks
7. Health and safety risks
8. Environmental risks
9. Organisational policies and procedures

### Unit 2

#### Risk identification and assessment

1. Risk identification and assessment
2. Identifying prospective risks
3. Conducting interviews
4. Scenarios that can constitute a risk
5. Financial risks
6. Goodwill risks
7. Risk of staff loss
8. Risk identification template
9. Impact analysis
10. Analysis techniques
11. Risk strategies
12. Risk register

### Unit 3

#### Developing contingency plans

1. Developing contingency plans
2. Plan development and implementation
3. Communicating contingency plans
4. Storage of contingency plans

### Unit 4

#### Testing and revising contingency plans

1. Testing and revising contingency plans
2. Recommendations on improvements to contingency plans
3. Revising contingency plans

# Knowledge Management

## What is Knowledge Management about?

In today's economy, learning and knowledge have become key success factors for international competitiveness with the result that intangible resources have become vitally important. Organisations have seen the competitive battlefield shift from tangible resources (capital, raw materials, land, machinery, etc.) to intangible resources where elements like knowledge and the ability to manage it (knowledge management) play a crucial role in business success.

### Unit 1

#### Concepts and components of knowledge management

1. Concepts and components of knowledge management
2. Driving force of knowledge economy
3. Components of a knowledge management system in an organisation
4. Importance of knowledge management in an entity
5. Knowledge management process (EEK)

### Unit 2

#### Knowledge management assessment

1. Knowledge management assessment
2. Assessing current practices in a unit or organisation in relation to knowledge management
3. Data analysis and interpretation of findings
4. Interpreting information

### Unit 3

#### Developing a knowledge management implementation plan

1. Developing a knowledge management implementation plan
2. Role of unit manager in knowledge management implementation
3. Developing an operational plan or action plan
4. Promoting the operational plan

# Brand Mix Elements

## What is Brand Mix Elements about?

Branding is one of the most important aspects of any business, be it large or small, retail or business-to-business (B2B). An effective brand strategy gives you a major edge in increasingly competitive markets. What exactly does 'branding' mean? How does it affect a business like yours? A brand resides in the mind of the consumers. It involves creating mental structures and helps customers organise their knowledge about products and services in a way that helps their decision-making. The concept of branding is applicable wherever customers have choices. Branding can be applied to physical goods, places, services, people, non-profit organisations and ideas or concepts.



### Unit 1

#### Factors influencing branding

1. Factors influencing branding
2. Terminology used in the brand mix
3. Elements of the brand mix
4. Purpose of branding goods

### Unit 2

#### Brand familiarity

1. Brand familiarity
2. Characteristics of a good brand name

# Decision-making

## What is Decision-making about?

Decision-making is a key skill in any organisation and is especially important if you want to be an effective leader. Whether you are deciding which person to recruit, which supplier to use or which strategy to follow, the ability to make good decisions is fundamental. This course explains the process of defining a problem, as well as exploring techniques for problem analysis. It looks at the significance of critical thinking in decision-making, as well as providing some guidelines for critical thinking.

### Unit 1

#### Application of critical and analytical skills in analysing an issue

1. Application of critical and analytical skills in analysing an issue
2. Key components of critical thinking
3. Application of critical skills – mind mapping
4. Analytical skills in problem definition and analysis
5. Application of the cause-and-effect analysis

### Unit 2

#### Stakeholder engagement in problem analysis

1. Introduction
2. Critical and analytical process for analysing the issue/ problem and generating ideas
3. Analysing the unit's internal and external environment
4. Tips when engaging stakeholders in problem-solving

### Unit 3

#### Selecting feasible solutions

1. Identifying the problem
2. Brainstorming
3. Analysing feedback from stakeholders to identify solutions
4. Evaluating possible solutions

### Unit 4

#### Formulating and communicating

1. Introduction
2. Selecting the optimum solution \*Decision-making
3. Creating an action plan/ work plan to implement the solution
4. Change processes to support implementation of the solution
5. Communicating decisions to team members

# Mathematical Analysis

## What is Mathematical Analysis about?

The application of mathematical analysis to financial information is a process that starts with data collection. The first section of this course deals with the appropriate data collection method, collecting financial and demographic information and ultimately, recording this data. The course then looks at two popular methods of representing data and determining which of these methods would be most appropriate for a particular situation. It covers representing data in graphical format, types of graphs, as well as reading and plotting graphs. Calculating time value of money and future value when rates of interest change, as well as the clarification of compounding periods, are also discussed.

### Unit 1

#### Collecting and organising data using mathematical techniques

1. Collecting and organising data using mathematical techniques
2. Secondary data: Collection methods
3. Questionnaires
4. Collecting financial and demographic information
5. Collecting demographic information

### Unit 2

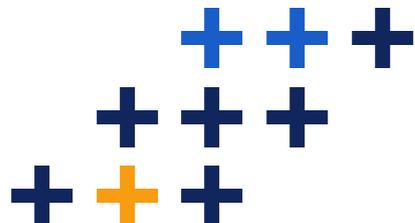
#### Calculating and representing data

1. Calculating and representing data
2. Types of graphs
3. Measures of central tendency and standard deviations
4. Calculating lines of best fit

### Unit 3

#### Mathematical analysis to indicate economic relationships

1. Mathematical analysis to indicate economic relationships



# Finance for Non-financial Managers

## What is Finance for Non-financial Managers about?

This course enables you to understand your company's financials. It addresses everything from basic accounting terminology and processes, budgeting and ethics, to understanding and working with the various accounting documents.

### Unit 1&2

#### What is finance?

1. 'What is finance?' and basic elements of an income and expenditure statement

### Unit 2

#### Basic elements of an income statement

1. Format of an income statement
2. Sources of income and expenditure

### Unit 3

#### Basic elements of a balance sheet

1. Basic elements of a balance sheet
2. Concept of an asset
3. Concept of a liability
4. Comparing and evaluating balance sheets
5. Ratios

### Unit 4

#### Compiling a personal asset and liability statement

1. Compiling a personal asset and liability statement

### Unit 5

#### Making financial decisions using financial statements

1. Compiling a personal asset and liability statement
2. Cashflow and liquidity

### Unit 6

#### The accounting cycle

1. The accounting cycle

### Unit 7

#### Management reports and month-ends

1. Management reports and month-ends



# Operational Planning

## What is Operational Planning about?

An operational plan is a highly detailed plan that provides a clear picture of how a team or a department will contribute to the achievement of the organisation's goals. It maps out the day-to-day tasks required to run a business. This course looks at the levels of organisational planning, benefits of planning and the task of determining the specific purpose of a unit in order to achieve the vision and mission of the organisation.

Once the purpose of a unit has been defined, the next step is to develop operational strategies. Operational strategies refer to the methods that units/departments use to reach the objectives of the organisation. By developing operational strategies, a department/unit can examine and implement effective and efficient systems for using resources, personnel and the work process.

### Unit 1

#### Developing an operational strategy for a unit

1. Developing an operational strategy for a unit
2. Benefits of planning
3. Determining the purpose of a unit from the strategic plan
4. Developing operational strategies
5. Alignment between operational strategy and organisational strategy
6. Developing objectives
7. Developing performance standards



### Unit 2

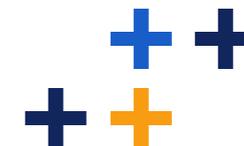
#### Developing an operational plan for a unit

1. Developing an operational plan for a unit
2. Developing an operational plan
3. Validating measurable parameters against customer and unit performance requirements
4. Monitoring systems for operational plans
5. Communicating the operational plan and collecting feedback
6. Listening to feedback

### Unit 3

#### Implementing an operational plan in a unit

1. Implementing an operational plan in a unit
2. Managing resource usage during implementation
3. Control measures by first-line managers



# Operational Planning (Continued)



## Unit 4

### Monitoring, measuring and evaluating the achievement of goals and objectives

1. Monitoring, measuring and evaluating the achievement of goals and objectives
2. Conducting performance reviews for team members
3. Skills and techniques
4. Recommendations on corrective actions
5. Evaluating results in terms of team contributions



# Project Planning

## What is Project Planning about?

In society, almost everything you do can be described as project management. From buying weekly groceries to organising a family get-together, project management skills are involved. The government also depends on the success of its projects and/or private projects in order to deliver services to the public. Project planning is therefore an essential part of many everyday activities in society and economy at large.



### Unit 1

#### Selecting a work-based project for a unit

1. Selecting a work-based project for a unit
2. The term "management"
3. Identifying project alternatives
4. Selecting a project
5. Numeric model

### Unit 2

#### Project scope

1. Project scope
2. Risk identification and analysis
3. Risk assessment

### Unit 3

#### Developing a project plan

1. Developing a project plan
2. Project goals and objectives  
\*Writing goals and objectives
3. Project roles and responsibilities  
\*The project manager
4. Tools to create a work breakdown structure (WBS)
5. Quality and performance management
6. Checking accuracy and completeness of a project plan

# Project Planning (Continued)

## Unit 4

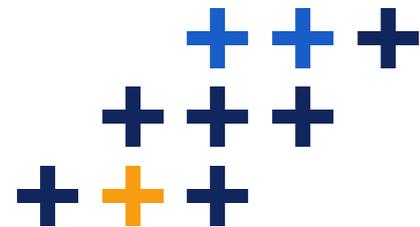
### Developing tools to measure key performance parameters

1. Developing tools to measure key performance parameters
2. Steps in developing a Gantt chart
3. Developing a project budget
4. Communicating performance parameters with the team

## Unit 5

### Implementing and evaluating project progress

1. Implementing and evaluating project progress
2. Identifying project deviations
3. Change control tools
4. Evaluation of project results



# Soft Skills



# Customer Satisfaction

## What is Customer Satisfaction about?

Customer satisfaction is a measurement of how products and services supplied by a company meet or surpass customer expectations. With this online course, you will learn how to build customer loyalty, how to satisfy the nine essential needs of customers, and how your company's values, knowledge and attitude determines your behaviour. Moments of truth are any interactions a customer has with your business. Customers use these interactions and classify them as 'moments of magic' or 'moments of disappointment'. This clarifies how customers interact with us: whether it is a positive or negative experience.

## Units

1. Introduction to building customer loyalty
2. Moments of truth
3. Nine essential needs of customers
4. Company values
5. Self-confidence and self-esteem
6. Dealing with irate customers (RELAX)
7. Building customer loyalty: Conclusion



# Personal Development

## What is Personal Development about?

During this personal development course, you will learn how to improve your personal objectives and be more successful. You will also learn the importance of building a brand, the three categories of the primacy effect and what impact it might have on your audience. Furthermore, you will look at six major attributes that impact the way you communicate with your audience and also rank each attribute, demonstrating its percentage impact. Building rapport and enhancing interactions will be examined next.

The course delves into the traits that effective leaders have, the concept of identifying a need and the ability to see, act and respond to that need as well as the different kinds of 'gifts' that effective leaders have and how these can be used to solve problems. Finally, having a clear purpose and a high level of passion and how passion helps to pursue a purpose are examined.

### Unit 1 Building me a brand

1. Building a brand
2. Primacy effect
3. General communication
4. Brand differentiator
5. Summary

### Unit 2 Effective leaders

1. Effective leaders perceive a need
2. Effective leaders possess a gift
3. Effective leaders pursue a purpose
4. Effective leaders parade a passion
5. Effective leaders persuade people

### Unit 3 Leadership qualities

1. Effective leadership
2. Great purpose
3. Character
4. Accessible

### Unit 4 Mentoring

1. Winning with mentoring:  
Introduction
2. Benefits for the protégé
3. Benefits for the mentor
4. Some assumptions that  
form a foundation for solid  
mentoring
5. Some roles the mentor may  
need to play
6. Some distinct stages in  
mentoring
7. Some pitfalls of mentoring

# Sales

## What is Sales about?

Sales training can help aspiring salespeople to develop and practise the skills they need to succeed and increase their confidence level. Proper sales training is important for a number of reasons. This course explores these reasons as well as assists you in developing successful selling skills and reaching sales targets.

## Units

1. Introduction to sales: Part 1
2. Introduction to sales: Part 2
3. Questioning your Q's
4. Quality
5. Quantify
6. Before, during and after
7. Listening skills
8. Relationship building
9. Role of attitude
10. Five step sales cycle
11. Five step cycle: Connect
12. Five step cycle: Needs
13. Five step cycle: Assist
14. Five step cycle: Close
15. Five step cycle: Follow-up



# Stress Management

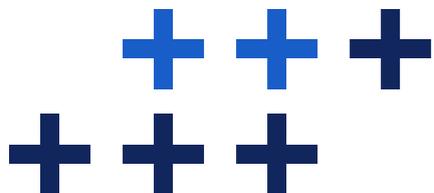
## What is Stress Management about?

Stress management is about taking charge of your lifestyle, thoughts, emotions and the way you deal with problems. No matter how stressful your life seems to be, there are always steps you can take to relieve the burden and regain control.

This course explores the importance of firstly identifying the stress (both real and imagined), then the sources and the symptoms. It examines positive and negative escape routes available when faced with stress, the 4 C's of stress and why it is essential to prioritise mental wellness.

## Units

1. Awareness of real and imagined stress
2. Controlling stress
3. Categories of stress
4. Categories of emotional stress
5. Power of perceptions
6. Escape routes
7. Managing mental wellness



# Negotiation Skills

## What is Negotiation Skills about?

Negotiation skills are a desirable asset for all employees. Negotiation can be defined as a situation where two parties or groups of individuals disagree on a solution and then come together and reach an agreement that is acceptable to both.

This course covers the why of negotiation as well as opportunities for negotiation. It explains the different kinds of fears that might stand in the way of an individual negotiating.

## Units

1. What is negotiation?
2. Why we negotiate
3. Opportunities to negotiate
4. Negotiation fears and barriers
5. Negotiation attitudes
6. Negotiation – the give/get principle
7. Variables/elements in negotiation
8. Characteristics of a successful negotiator
9. Planning for negotiation
10. Six steps in negotiation
11. Power factor
12. Critical mistakes to avoid while negotiating
13. Summary
14. Pillars 1 to 10



# Time Management

## What is Time Management about?

Time management is the process of planning and controlling how much time you spend on specific activities. Good time management enables you to complete more in a shorter period, lowers stress and leads to career success.

This course looks at the thieves of time and how they can lead to under-productivity.



### Unit 1

1. Time thief: Communication
2. Time thief: Decision-making
3. Time thief: Planning
4. Time thief: People
5. Time thief: Delegation
6. Elements we can/cannot control

### Unit 2

1. Circle of concern
2. Circle of influence

### Unit 3

1. Time management control factors
2. Changing your thinking about time

### Unit 4

1. Power thoughts
2. Self-awareness
3. Values
4. Life vision
5. Goal setting

### Unit 5

1. Power of focus
2. Modern technology is changing the way our brain works
3. How to stay focused and look after your brain
4. My App Store

### Unit 6

1. Power skills
2. Proactive planning
3. Beating procrastination
4. Decision-making
5. Assertiveness
6. Delegation



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