

**SIYB
TRAINING BUZZ**

FEBRUARY 2009



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EDITORIAL ADDRESS

Marina Clarke

National Economic Development Manager, Epilepsy South Africa

SIYB Master Trainer

P O Box 73, Observatory, 7935

Tel: (021) 447-3014

Fax: (021) 448-5053

E-mail: economicdev.no@epilepsy.org.za

SMALL BUSINESS IS GOOD NEWS RIGHT NOW

By Nico Jacobs, ABSA

Posted by Fred in [Entrepreneurial Thoughts](#), 13 February 2009

This morning Mike and I spoke at a breakfast seminar for ABSA Small Business. We were followed by **Nico Jacobs**, the General Manager for ABSA Small Business, who spoke about the small business landscape in South Africa. It was a great talk, with some really inspirational passages. Here are some of the highlights:

The Current Situation:

- SA political reality is healthy, with opposition coming to the fore
- We're weathering the global economic storm well
- Declining interest rates
- Tax revenues up 220% in the past 10 years
- We have amongst the cheapest fuel in the world
- Our government is spending lots of money in public works
- Skills are starting to come home - the trend of people leaving is changing
- Increasing contribution from the SME sector
- In excess of 310,000 new SME's registered in per year in SA
- In 1999 the SME sector accounted for 19% of employment in SA; in 2008 it's in excess of 50%

Some questions to ask yourself

- Is my business geared to exploit the opportunities in the current environment?
- How do I sustain my business through this cycle?
- What does this changing market mean to my business?

There are 4 threats to sustainability:

- Imitation (who are my competitors?)
- Substitution (can my service be substituted?)
- Hold up (can my suppliers hold me to ransom?)
- Slack (what are the inefficiencies in my business?) Remember: *"Good turnover hides a multitude of sins"*

Golden rules in this current climate:

- Guard your current customers with your life
- Compare your services and products with your competitors
- Build your reputation
- INVEST, don't spend!
- Learn the joy of rejection
- Learn the new rules (e.g. new media, technology, etc.)
- Network now more than ever!

All in all, the networking event was a great success, with some great prizes, great talks and great people. We saw some familiar faces there and will definitely return for another session. Thanks ABSA for inviting us.

Source: www.ideate.co.za

FINANCING YOUR BUSINESS THROUGH LOANS FROM COMMERCIAL BANKS

This is the most well known type of finance, largely due to the significant amount of advertising and marketing by the four big banks in South Africa. Basically a bank will loan you money provided you have an asset that can act as security and that you can assure them of good possibility of being able to repay the loan in good time.

Security

Banks would normally want residential property to be given as security, but will also accept business properties, certain insurance policies, investments such as shares and unit trusts and sometimes even business equipment. They will not provide you with the full value of your asset as a loan, only a portion. For example, your house may be worth R700'000, but they may well only grant you a loan of say R500'000. This protects them from price fluctuations in the market and the more risky the asset, the lower the percentage loan.

Do not even consider wasting your time applying for a significant business loan if you have no security. No matter how fantastic your business idea is or how lucrative your future profits may be, the banks will not be interested. Their business is to lend money safely and not to gamble on entrepreneurs. Besides with the high failure rate of small businesses, who can really blame them?

Repayment

This is where your banker might ask for a business plan. Even if you have all the security necessary to cover the loan, they will often still want to be assured that you can actually repay the debt. This is because they don't really want to have to sell your assets to recover a bad debt. It is expensive to do so and not part of their core business.

Surety

One of the reasons we would strongly recommend that you run your business as a cc or company instead of as a sole proprietor is because this means that in the event of a business failure, the debts are owed by the company and not by you personally (unless you have traded illegally or recklessly). The banks don't like this because often when a business fails there are very few assets left from which to recover their loans. So they have a clause in their contract which requires you to sign a "personal surety". This means that you personally are liable for any of the company's debts.

This clause is happily signed by many trusting and ambitious new entrepreneurs, but it has often resulted in ruined lives. Houses have been repossessed, furniture sold and cars taken to repay debts incurred by a company that were sometimes beyond the control of the owner. Please make an effort to understand the repercussions of this clause in more detail and be aware of how to protect yourself by taking a look at the business warriors website.

Who to contact?

If you still feel that bank finance is the best way to go, here follows a list of banks in South Africa who you can contact for business loans:

[Standard Bank](#)

[ABSA Bank](#)

[Nedbank](#)

[First National Bank](#)

[Investec](#)

Source: www.bizempire.co.za

2009 WORLD ENTREPRENEUR TITLE UP FOR GRABS IN SA

South Africans are renowned for their sense of entrepreneurship and in this spirit, the South African chapter of the World Entrepreneur Awards is calling for nominations for the categories of best entrepreneur and best emerging entrepreneur for 2009.

The awards, sponsored by Ernst & Young in partnership with First National Bank, aim to recognise the exceptional achievements of South African entrepreneurs and their efforts in creating jobs and contributing to the growth of the country's economy.

The awards have seen winners from across the spectrum of South African business recognised for their visionary leadership. These have included the late Bill Lynch from Imperial Holdings, Koos Bekker from Naspers and Ndaba Ntsele from Pamodzi. Last year's winner was James Blakemore - Zest Electric Group who will represent South Africa in Monte Carlo at the Global Awards Ceremony in May this year.

"The World Entrepreneur Awards offer a platform for entrepreneurs to interact with business leaders in order to strengthen their business and personal skills. The media coverage received by finalists and winners highlights the valuable contribution these entrepreneurs have made to the South African economy, both socially and economically," says Zanele Xaba, Country Leader: World Entrepreneur Awards Programme at Ernst & Young.

Now in its twelfth year in South Africa, the awards form part of a global Ernst & Young programme, which recognises and rewards entrepreneurship over 50 countries.

Nominations are now open and close on 31 March 2009. To view the selection criteria and to apply, go to <http://www.ey.com/zas>.

Source: www.skillsportal.co.za

THE 10 COMMANDMENTS OF A GREAT BUSINESS NAME

By Darrell Zahorsky

What's in a business name? Everything and nothing. The right business name will help distinguish you from a sea of bland competitors, provide your customers with a reason to hire you, and aid in the branding of your company. A business name won't make up for serious deficiency in your business operations or help you avoid selling. Apply these 10 commandments when choosing a name for your business.

1. Take Naming Seriously: Naming your business or products is a serious matter. The name you choose can play an integral part in the marketing of your company. Your name projects your image, brand, and position in the marketplace.

2. Avoid Word Play Dangers: Taking the word play strategy will add to the difficulty in having customers remember and find you. Being cute can backfire. Funnynames.com lists the following actual "businesses to avoid:"

- Ear-Resistible Designs Plus
- Dirty Ernie's Paragon Hotel
- Fireball Oven Co
- Mess Graphics Inc
- Ralph Rotten's Nut Pound
- X-Ray Sweaters

3. Don't be an IBM: It's tempting to abbreviate your business name to make communications and correspondence easier. However, as a small business owner you don't have the resources and marketing muscle to educate your market on what your acronym means.

4. Be Focused: Forget tagging your business name with the moniker such as global or enterprise. Any start-up founder has big visions for their company. You might one day envision marketing to diverse markets and having a wide range of products. Successful start-ups have limited time and money; it's more likely your success in the world of commerce will come from being highly focused in one narrow area. A small company is a specialist; it's why your customer wants you.

5. Stay Out of Court: Don't use, borrow, or modify an existing famous brand name. In Elizabethtown, Kentucky, Victor Moseley used the name Victor's Secret when he opened his adult gift and lingerie shop. Victor's Secret did not remain secret when the legal department of Victoria's Secret sent a letter to Moseley claiming trademark infringement. In haste, the name was changed to Victor's Little Secret, but the change was not enough for Victoria's Secret who then filed a lawsuit.

6. Think Beyond Local: The bulk of small businesses operate in local markets. This doesn't mean your name should be geographically based. If you are marketing to customers in a local market, they'll know you operate locally. Adding your town name to your business name just ensures you will be stuck in a long directory list of other local companies with similar names. If you want a local name, add it to your marketing such as "Exclusively Serving the (town) Area."

7. Avoid ME Inc: It's a common tendency for a business to be named after the original founder. If you are planning to one day sell your company, a company owner named business is less attractive to a prospective buyer's than a brand built on a company.

8. Ask Others to Spell it: When I started one of my companies and named it Insightica, it was unique enough but it drove me crazy the number of times I was asked to spell it. The word could be spelled with site or sight. Put your business name through the spelling test and ask others to spell it. Yourdictionary.com lists experience, intelligence, jewelry, millennium, and personnel as a few of the top 100 most misspelled words.

9. Be Web Friendly: Consumers are bombarded with business names and advertising on a daily basis. Your job as a successful small business is to make customers remember you. Your website web address should be the same as your business name. Avoid the hyphenated web address names. It's hard enough to remember a web site address without the hyphens.

10. Check Availability: When you have developed a great business name, spend the time to determine if another business isn't using it. You can use a similar name for your business if another company uses it in an unrelated market or industry. Once you have your name, protect it by registering the business name with your county or State office.

Your business name should be easy to remember and memorable. Apply the 10 commandments when naming your business and in the end you'll avoid a marketing disaster.

Source: www.about.com

SOCIAL ENTREPRENEUR OF THE YEAR COMPETITION – SOUTH AFRICA 2009

The Schwab Foundation for Social Entrepreneurship and Ernst & Young invite entries for the Social Entrepreneur of the Year Competition – South Africa 2009.

The award seeks to recognize and award leading South African social entrepreneurs who implement practical and sustainable solutions to address problems in numerous areas including health, education, environment, access to technology and job creation.

The finalists will be invited to the World Economic Forum on Africa on 10 – 12 June 2009 and to the Ernst & Young World Entrepreneur Awards ceremony in November 2009. The winner will be selected into the Schwab Foundation's global network providing unprecedented opportunities to engage global decision-takers from the public, corporate, media and academic sectors to strengthen and expand their models.

For further enquiries and to submit entries, please email nicole.sykes@za.ey.com or southafrica@schwabfound.org. The submission deadline is 31 March 2009.

Source: SANGONET Pulse, Issue No 161, 25 February 2009

**“Yes, you can have your own business”
Accounts and record keeping**

Paperwork considerations prior to starting your company.

This has got to be the least popular part of starting and running your own business - the paperwork. Small business owners are seldom trained accountants and so this area of the company is often neglected. Let's start with some basic guidelines.

The simplest form of business start up is what is known as a "sole proprietor". This is nothing more than an individual who trades (sells products or services) using his/her own name. There are no formal registration requirements, you can simply begin trading. However once you do, you'll need to do the following:

- You will need to open a bank account in your own name (if you don't already have one).
- Register with SARS (South African Revenue Service) for income tax purposes.
- You may also want to register with SARS for VAT, but if your turnover is low, this may not be necessary.

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If you are going to employ people you will then also need to register for:

- UIF (Unemployment Insurance)
- PAYE (as an employer)
- Workman's Compensation (now called COID)
- Skills Development Levy

Already the load becomes significant doesn't it? In addition you may have some special industry related licenses that you need to register for (e.g. selling alcohol).

If you choose to rather form a close corporation (cc) or company (Pty Ltd), then you need to register these with the department of Trade and Industry as well as completing the above. We have a short table that summarizes the differences between a cc, pty and a sole prop on our [faq page](#). Scroll further down this page to see what paper work is required once the business is up and running.

Have a look at the Department of Trade and Industry web site: www.dti.gov.za and the South African Revenue Services link: www.sars.gov.za. Further links can be found on our [resources page](#).

Keeping records of what's happening in your new business.

Invoice

Whenever your company provides a service or sells a product, you will generally be required to issue your customer with an invoice. This is simply a document addressed to your customer and contains your company information such as name, address, contact numbers, registration number and VAT number as well as information about the sale such as quantity and description of goods or service, price and the VAT amount. If you are supplying goods on account, you can use an invoice as a delivery note which means that your customer signs the invoice when the goods are delivered and this becomes proof that they were delivered. Your invoices must follow a numerical sequence. To start off you can buy invoice books from your local stationery shop, otherwise most [accounting software packages](#) will generate invoices automatically for you.

Statement

If you are going to let your customers buy on account, then you will need to provide them with a monthly statement which is simply a document with your company details that provides information on the most recent month's transactions with the customer. It should include any previous unpaid balance, all the invoiced amounts and any payments made within the last month. At the end of the document it must show how much money is owed by your customer to you.

Others

Each company should also have fax cover forms, order or purchase forms, goods received notes, goods returned notes and possibly delivery notes, but these are not essential for very small businesses as much of the work is done verbally or on the invoice.

Returns

Each month you will need to fill out and submit the following forms if you are an employer:

- PAYE
- UIF
- SDL

The South African Revenue Service has recently made this task a bit easier by allowing all three of the above to be completed on their EMP201 form which needs to be completed and paid for by the 7th of each month.

Don't forget that as an employer you are also required to provide your employees with wage or salary slips that explain exactly what you are paying them and what any deductions are for. In terms of UIF you will also need to advise the Department of Labour of any changes in the details of your employees such as pay rates, resignations, new employees, etc.

Every alternate month you'll also need to submit your VAT return and pay across the VAT due if you are VAT registered.

Employers will also have to fill out workman's compensation forms on an annual basis.

Accounts

Each month you should also try and work out your income statement, balance sheet, cash flow, debtors ageing and creditors ageing. These can be done with most simple [accounting packages](#) or manually and will help you to understand how well or badly your company is performing.

Further links can be found on our [resources](#) page.

Administration hassles faced by existing enterprises.

Once your company is up and running there are very few additional administration issues that are critical or gazetted. What will change is that more and more time will be required to chase customers for outstanding money, handling queries on payments, invoicing the extra customers, calculating the extra wage slips, etc. This is probably when you will need to employ an accounts clerk or sub contract the accounting / book keeping functions so that you can spend more time on running the business and generating sales.

In reality you will find additional administration items even though they are not critical. Examples would be: staff medical aids, company insurance, pension funds, disciplinary matters, hiring matters, dispute resolutions amongst many others. Even with brokers these still require monthly admin work that can be tedious and time consuming - so be aware.

If you should ever decide to start employing accounting clerks please also refer to our "[staff and management](#)" page. These are people you will be trusting with some critically important tasks and they will have to be trusted with your money and the temptations that go with it. Try and have some form of background knowledge in accounting. There are various courses available and this will enable you to run regular and random checks to help prevent you from becoming a victim of fraud.

As your business grows (in terms mainly of number of staff), you will be required to consider further legislation and the administration side of it. Examples include employment equity, shop stewards, safety officers and the like. This however is beyond the scope of small business information and into the realm of medium and big business.

Source: www.smallbusinessowner.co.za

**7 EASY STEPS TO GET YOUR PROJECT BACK UNDER BUDGET:
Unless you do something about it - then it is unlikely that you'll get back on track!**

Here are 7 tips to assist you...

1. Take a helicopter view: First summarise all of the expenditure on your project to date vs. the expenditure you planned at the start. Then quantify the amount you have exceeded your budget by. If you're more than 10% over budget in total, then you need to take action.

2. Review spend: Next, review your actual spend vs. planned spend per week. Have you always been spending more money than you had budgeted, or is it only in the last few weeks? Then narrow down the cause of the problem. Was it that your budget was flawed, or have you experienced problems that were unexpected?

3. Lower resources: Now take the first step towards saving costs by determining whether you can use cheaper suppliers, equipment or materials. These types of costs usually consume a lot of your budget, so it's worth reviewing them in detail. You can also save money by reducing the number of contract or administrative staff assigned to the project.

4. Reduce scope: The best way to save money is by reducing the scope of the project. Identify deliverables that you believe are non-critical to the project and negotiate with your customer to remove them from scope.

5. Monitor changes: One place that unbudgeted spend usually occurs is in the area of change control. Review the entire project changes currently requested and only approve those requests which are absolutely necessary from this point onwards.

6. Minimize tasks: You may also be able to save costs by removing non-critical tasks from the project plan. Typically, project managers can save 10-15% of their budget by removing tasks that aren't critical.

7. Boost efficiency: Motivate your team and they will complete more tasks within the same period of time. This will save you a percentage of staffing costs, which are usually one of the largest cost areas of a project manager's budget.

By taking these tips seriously, you will be able to reduce project costs and ensure that you deliver successfully under budget.

Source: Trevor Ketler Presentations

DELEGATE, DON'T JUST DUMP

By F John Reh

Most managers don't know how to delegate. That's not really surprising, because no one ever delegated anything to them. How else are they going to learn?

Many times, managers dump their work onto someone else, but there is a big difference between delegating and dumping. When you delegate something to a subordinate it should serve two purposes.

- *First, it must lighten your load so you can concentrate on more important issues.*
- *Second, it must help the receiver learn and grow.*

When you delegate, as opposed to dumping, you give the other person the same authority to complete the task as if you had done it yourself. If the task means signing a requisition, the person to whom you delegated the task must have the same authority to sign that requisition as you have. That doesn't mean you delegate all your authority to that individual, only that you have to give them the authority to do what you would have been able to do.

For instance, if you can sign requisitions up to \$10,000 and the delegated task means signing a requisition for \$2,000, the person to whom you delegated must be able to sign that \$2,000 requisition, but not necessarily one for \$3,000.

Remember, though, that you can delegate the authority, but you cannot delegate the responsibility. It is up to you to see that the person is adequately trained before you delegate to them and is adequately supervised after you delegate. They won't necessarily do it the same way you would have, and they probably won't do it as well to begin with. That doesn't matter. Keep them from making any major blunders as they get the feel of the task and you will have successfully delegated. You will have lightened your load and you will have helped one of your people develop further.

Source: www.about.com

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

MARCH 2009 – WEEK 1

<i>Monday (02/03)</i>	<i>Tuesday (03/03)</i>	<i>Wednesday (04/03)</i>	<i>Thursday (05/03)</i>	<i>Friday (06/03)</i>
Business Writing for Office Professionals, Johannesburg, (011) 431-1533		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	
			Frontline Skills Training, Johannesburg, (011) 787-6781	Assertiveness, Durban, (011) 678-2443
Finance for Non-Financial Managers, Cape Town, (011) 704-0720/4		Managing Diversity, Johannesburg, (016) 986-3888		
Assessor Training – 2 Unit Standards, Johannesburg, (016) 420-2306				
Coach the Learner, Cape Town, (016) 986-3888				
Team Building, Cape Town, (011) 678-2443	Media Skills for Effective Radio & Television Interviews, Johannesburg, (016) 986-3888	Presentation Skills, Durban, (016) 986-3888		
		The 3-Day MBA, Johannesburg, 0861 ASTROT (0861 278768)		
Corporate Governance and Ethics, Johannesburg, (011) 726-3040		The Essence of the new workplace skills plan (OFO), Durban, (021) 685-0451	Performance Relation Mapping, Durban, (021) 685-0451	The National Credit Act, Johannesburg, (011) 454-5505
	EQ – Street Smarts, Johannesburg, (011) 485-2150	Sell - Don't Tell, Johannesburg, (011) 485-2150	Innovative Coaching and Mentoring Practices for Managers, Cape Town, (021) 979-5172	
	Dealing with Difficult People, Johannesburg, (011) 454-5505		A Secretary's Guide to MS PowerPoint, Johannesburg, (011) 454-5505	
		Communication & Presentation Skills, Cape Town, (011) 678-2443		
Effective Business Writing Skills, Johannesburg, (011) 678-2443			Understand the NQF's New Occupational Learning System, Durban, (011) 726-3040	
	Finance for Non-Financial Managers, Cape Town, (011) 678-2443			Qualification and Course Design in the New Occupational Learning System, Durban, (011) 726-3040
Project Management, Durban, (011) 678-2443			Customer Based Telephone Debt Collection, Durban, (011) 454-5505	
Mastering Confidence, Influence and Assertiveness Skills, Johannesburg, 0861 BIZTECH		Sales Training, Johannesburg, (011) 787-6781		
Developmental Planning, Monitoring, Evaluation and Reporting: Enabling clarity, direction and support, Cape Town, (021) 462-3902				
Stand-out Presentation Preparation Skills for PAs, Johannesburg, 0861 BIZTECH		Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (0861 278768)		
Train the Trainer, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
	Managing Projects with MS Project, Johannesburg, (011) 454-5505	Finance for Non-Financial Managers, Johannesburg, (011) 454-5505	Skills Development for BEE, Johannesburg, (011) 726-3040	Course & Qualification Design in the Occupational Learning System, Cape Town, (011) 485-2036
	Telephone Etiquette and Frontline Reception Skills, Durban, (011) 454-5505		Overview of the Occupational Learning System, Cape Town, (011) 485-2036	
	Telephone Etiquette Skills, Johannesburg, (011) 672-0485	Practical Confidence & Assertiveness Skills, Cape Town, (011) 454-5505		
Presentations that Work, Benoni, (011) 442-4334		Mastering the Art of Training, Johannesburg, 0861 ASTROT (0861 278768)		

MARCH 2009 – WEEK 1 (continued)

<i>Monday (02/03)</i>	<i>Tuesday (03/03)</i>	<i>Wednesday (04/03)</i>	<i>Thursday (05/03)</i>	<i>Friday (06/03)</i>
Project Management, Midrand, (011) 468-1320			Qualification and Course Design in the New Occupational Learning System, Cape Town, (011) 726-3040	Course & Qualification Design in the Occupational Learning System, Durban, (011) 485-2036
	EE Workshop, Johannesburg, (011) 726-3040			
		Telephone Etiquette and Frontline Reception Skills, Pretoria, (011) 454-5505	Business Writing for Office Professionals, Cape Town, (011) 431-1533	
			Professional Event Management, Durban, (011) 454-5505	
	BEE Seminar, Johannesburg, (011) 726-3040			
		LEAP into Leadership, Johannesburg, (011) 672-0485		
		Understand the NQF's New Occupational Learning System, Cape Town, (011) 726-3040		
Management & Leadership Development, Johannesburg, (011) 678-2443				
		Risk Management Strategies NQF5, Cape Town, (021) 910-2827		
		Getting Ready for the New Occupational Learning System, Cape Town, (011) 726-3040	Getting Ready for the New Occupational Learning System, Durban, (011) 726-3040	
Strategic Planning, Benoni, (011) 442-4334			Course & Qualification Design in the Occupational Learning System, Cape Town, (011) 485-2036	
		Overview of the Occupational Learning System, Cape Town, (011) 485-2036		
			Overview of the Occupational Learning System, Durban, (011) 485-2036	

MARCH 2009 – WEEK 2

<i>Monday (09/03)</i>	<i>Tuesday (10/03)</i>	<i>Wednesday (11/03)</i>	<i>Thursday (12/03)</i>	<i>Friday (13/03)</i>
Brilliant Business Writing Skills, Durban, (011) 704-0720/4	Managing Time for Results, Durban, (011) 704-0720/4		Handling Meetings Effectively, Cape Town, (016) 986-3888	Effective People Skills, Johannesburg, (011) 485-2150
Customer Service Excellence, Midrand, (016) 986-3888				
People Management, Pretoria, (011) 704-0720/4			The Professional Office Administrator, Johannesburg, (011) 431-1533	
Foundations of Leadership, Cape Town, (021) 918-4479				
Higher Certificate in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306				
Learning Material Design and Development, Johannesburg, (016) 420-2306				
Skills Development Facilitator, Johannesburg, (016) 420-2306				
Conflict Management, Benoni, (011) 442-4334	Handling Meetings Effectively, Johannesburg, (016) 986-3888	Managing Diversity, Cape Town, (016) 986-3888		
		Fatigue Management, Johannesburg, (016) 986-3888		
	Customer Service & Support, Cape Town, (016) 986-3888		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	

MARCH 2009 – WEEK 2 (continued)

<i>Monday (09/03)</i>	<i>Tuesday (10/03)</i>	<i>Wednesday (11/03)</i>	<i>Thursday (12/03)</i>	<i>Friday (13/03)</i>
	Business Writing Skills, Cape Town, (021) 685-7726		Return on Training Investment, Port Elizabeth, (021) 685-0451	2020 and Beyond: To boldly go where no business has gone before, Johannesburg, (021) 918-4242
	Fraud Prevention, Cape Town, (016) 986-3888			
	Skills Development for BEE, Johannesburg, (011) 726-3040	Fundamentals of Debt Collections Best Practices, Johannesburg, (016) 986-3888		
Diversity Management, Johannesburg, (011) 678-2443		Financial Statement Analysis, Johannesburg, (016) 986-3888		
	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (0861 278768)		
	Wordclass Customer Service, Johannesburg, (011) 454-5505	The High Performance PA or Administrator: Essential Skills, Cape Town, 0861 ASTROT (0861 278768)		
	Effective People Management Skills, Durban, (011) 454-5505	SETA grants and funding system, Port Elizabeth, (021) 685-0451	Stress Management, Johannesburg, (011) 485-2150	
Business Writing: The Unwritten Rules, Johannesburg, 0861 BIZTECH		Enterprise Development, Johannesburg, (011) 726-3040	Competency-based Recruitment and Interviewing Skills with new module on Workforce Planning, Randburg, (021) 979-5172	
Mastering Time and Self-Management: Become a High Achiever, Johannesburg, 0861 BIZTECH		Preferential Procurement, Johannesburg, (011) 726-3040	Design and Develop Assessment Guides, Mossel Bay, George, Oudtshoorn, (044) 695-0003	
		Supervisory Management, Durban, (011) 678-2443	Professional Business Writing Skills, Johannesburg, (011) 454-5505	
Assertiveness and Confidence at Work, Johannesburg, (011) 431-1533		Conflict Management & Negotiation Skills, Durban, (011) 678-2443		
	Effective Business Writing Skills, Cape Town, (011) 678-2443			
	Supervisory Management, Durban, (011) 678-2443			
	Innovative Coaching & Mentoring Practices for Managers, Randburg, (021) 979-5172		Finance for Non-Financial Managers, Durban, (011) 454-5505	
Assessor, Mossel Bay, George, Oudtshoorn, (044) 695-0003				
	Customer Service Skills, Johannesburg, (011) 672-0485	Advanced Debt Collection, Johannesburg, (011) 454-5505	The Supervisor, Cape Town, 086 111 VETTA (83882)	
			The Supervisor, Johannesburg, 086 111 VETTA (83882)	
		Using Excel for Financial Managers, Cape Town, (011) 454-5505		
	Reception & Email Correspondence, Cape Town, 086 111 VETTA (83882)	Risk Management, Johannesburg, 0861 ASTROT (0861 278768)		
		Time Management Skills, Johannesburg, (011) 672-0485		
		Telesales, Cape Town, 086 111 VETTA (83882)		
		Risk Management Strategies NQF5, Durban, (021) 910-2827		
	Socio-economic development, Johannesburg, (011) 726-3040	Getting Ready for the New Occupational Learning System, Johannesburg, (011) 726-3040	Qualification and Course Design in the New Occupational Learning System, Johannesburg, (011) 726-3040	
	Reception & Email Correspondence, Johannesburg, 086 111 VETTA (83882)	Telesales, Johannesburg, 086 111 VETTA (83882)		

MARCH 2009 – WEEK 3

<i>Monday (16/03)</i>	<i>Tuesday (17/03)</i>	<i>Wednesday (18/03)</i>	<i>Thursday (19/03)</i>	<i>Friday (20/03)</i>
	Grow your Venture, Cape Town, (021) 462-7902		Effective Recruitment and Selection, Johannesburg, (011) 312-3147	
	Assertive Communication Skills, Johannesburg, (016) 420-2306		Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
	Advanced Supervisory Effectiveness (Leading Teams), Johannesburg, (016) 420-2306			
	Introduction to Supervisory Effectiveness, Midrand, (016) 986-3888			
	Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306			
	Coach the Learner NQF3, Johannesburg, (016) 420-2306			
	Project Management for Non Project Managers, Johannesburg, (011) 704-0720/4		Return on Training Investment, East London, (021) 685-0451	Customer Service, Durban, (011) 678-2443
	Quality Customer Service, Pretoria, (011) 704-0720/4		Frontline Skills Training, Cape Town, (011) 787-6781	Stress Management, Cape Town, (011) 678-2443
	Goal Setting – Get What You Set, Johannesburg, (011) 485-2150	Making a Positive Difference @ Work, Cape Town, (011) 704-0720/4	Stock Control, Cape Town, 086 111 VETTA (83882)	
Mentoring the Learner in the Workplace, Mossel Bay, George, Oudtshoorn, (044) 695-0003		Financial Statement Analysis, Cape Town, (016) 986-3888		
	Practical Credit Assessment and Credit Management, Johannesburg, (011) 454-5505	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (0861 278768)		
	Finance for Non-Financial Managers, Cape Town, (011) 454-5505	SETA grants and funding system, East London, (021) 685-0451	Assertiveness and Confidence at Work, Cape Town, (011) 431-1533	
		Communicate for Success, Johannesburg, (011) 485-2150	Stock control, Johannesburg, 086 111 VETTA (83882)	
	Assertive Communication Skills, Vereeniging, (016) 420-2306			
	Advanced Project Management, Johannesburg, (011) 678-2443			
	Effective Business Writing Skills, Durban, (011) 678-2443			
	Project Management, Cape Town, (011) 678-2443			
	Supervisory Management, Johannesburg, (011) 678-2443			
	Dealing with Difficult People, Durban, (011) 454-5505	Using Excel for Financial Managers, Durban, (011) 454-5505		
		Management for New Managers, Johannesburg, , 0861 ASTROT (0861 278768)		
	EE Workshop, Cape Town, (011) 726-3040			
	Orientation to Management, Johannesburg, (011) 454-5505			
Practical Project Management for PA's and Administrators, Johannesburg, 0861 BIZTECH		Professional Presentation Skills, Johannesburg, (011) 454-5505		
	BEE Seminar, Cape Town, (011) 726-3040			
	PA/Secretarial Skills, Johannesburg, (011) 672-0485	Business Contracts & SLAs, Johannesburg, 0861 ASTROT (0861 278768)		
		Feminine Leadership, Johannesburg, (011) 672-0485		
	Human Resource Management, Cape Town, 086 111 VETTA (83882)	Business Writing, Cape Town, 086 111 VETTA (83882)		
		Managing Your Time, Benoni, (011) 442-4334		
The Complete PA: Step Up and Stand Out, Johannesburg, 0861 BIZTECH				

MARCH 2009 – WEEK 3 (continued)

<i>Monday (16/03)</i>	<i>Tuesday (17/03)</i>	<i>Wednesday (18/03)</i>	<i>Thursday (19/03)</i>	<i>Friday (20/03)</i>
Supervisory Management, Johannesburg, (011) 678-2443				
	Office Management NQF5, Johannesburg, (021) 910-2827			
Situational Leadership, Benoni, (011) 442-4334				
	Finance for Non-Financial Staff, Johannesburg, (011) 442-4334			
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		Business Writing, Johannesburg, 086 111 VETTA (83882)		
The Professional Office Administrator, Cape Town, (011) 431-1533				
	Human Resource Management, Johannesburg, 086 111 VETTA (83882)			

MARCH 2009 – WEEK 4

<i>Monday (23/03)</i>	<i>Tuesday (24/03)</i>	<i>Wednesday (25/03)</i>	<i>Thursday (26/03)</i>	<i>Friday (27/03)</i>
Product Strategy & Brand Management, Cape Town, (021) 462-7902			Finance for Non-Financial Managers, Johannesburg, (011) 704-0720/4	
Performance Leadership, Cape Town, (021) 462-7902				
Project Management, Johannesburg, (016) 420-2306				
Assessor, Port Elizabeth, (016) 986-3888				
Introduction to Supervisory Effectiveness, Durban, (016) 986-3888				
Assessor, Johannesburg, (016) 986-3888				
National Certificate HR Management and Practices Support NQF4, Johannesburg, (016) 420-2306				
Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306				
Introduction to Supervisory Effectiveness (Management Fundamentals), Johannesburg, (016) 420-2306				
	Understanding and Using Financial Statements, Cape Town, (021) 685-7726	Making a Positive Difference @ Work, Johannesburg, (011) 704-0720/4	Telephone Excellence, Durban, (011) 704-0720/4	The Psychology of Customer Service, Johannesburg, (011) 485-2150
	EQ in Leadership, Cape Town, (011) 704-0720/4		Effective Sales, Cape Town, (011) 678-2443	
	Creativity & Innovation at Work, Cape Town, (021) 462-7902			
	Effective People Management Skills, Cape Town, (011) 454-5505	Planning & Managing a Budget, Cape Town, (021) 685-7726	Mentoring & Coaching, Johannesburg, (011) 678-2443	
		Managing Time for Results, Pretoria, (011) 704-0720/4	Lifestyle Planning Workshop for Employees Struggling with Debt, Randburg, (021) 979-5172	
	Practical Credit Assessment and Credit Management, Durban, (011) 454-5505	An Introductory Course on Monitoring, Evaluation & Reporting, Johannesburg, (012) 997-6059		
Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4		More Hours in Your Day, Johannesburg, (011) 485-2150	Customer Based Telephone Debt Collection, Cape Town, (011) 454-5505	
	Diversity Management, Cape Town, (011) 678-2443			
Management and Leadership Development, Cape Town, (011) 678-2443			The Art and Science of Competency Modelling, Johannesburg, (021) 979-5172	
Project Management, Johannesburg, (011) 678-2443				

MARCH 2009 – WEEK 4 (continued)

<i>Monday (23/03)</i>	<i>Tuesday (24/03)</i>	<i>Wednesday (25/03)</i>	<i>Thursday (26/03)</i>	<i>Friday (27/03)</i>
Supervisory Management, Cape Town, (011) 678-2443			Telephone Debt Collecting & Email Correspondence, Cape Town, 086 111 VETTA (83882)	
	On-Boarding Practices for New Managers: The first 100 days, Randburg, (021) 979-5172			
Moderator, Mossel Bay, George, Oudtshoorn, (044) 695-0003			Telephone Debt Collecting & Email Correspondence, Johannesburg, 086 111 VETTA (83882)	
	Business Etiquette & Personal Branding, Cape Town, (011) 865-0523			
	Project Management, Cape Town, 086 111 VETTA (83882)	The National Credit Act, Cape Town, (011) 454-5505		
Let's Talk Business! Verbal Communication for the Business World, Johannesburg, 0861 BIZTECH			Practical Confidence & Assertiveness Skills, Durban, (011) 454-5505	
			Effective Complaint Handling & Conflict Management, Cape Town, 086 111 VETTA (83882)	
Releasing Your Potential Through Transactional Analysis, Benoni, (011) 442-4334				
	Time Management for Office Professionals, Johannesburg, (011) 431-1533	Bridging the Gap: From Specialist to Manager, Johannesburg, 0861 ASTROT (0861 278768)		
Office Management NQF5, Cape Town, (021) 910-2827				
			Corporate Governance – Complying with King, Johannesburg, 0861 ASTROT (0861 278768)	
Chairing of Disciplinary Hearings, Johannesburg, (011) 726-3040				
Emotional Intelligence at Work, Benoni, (011) 442-4334				
	Junior Office Support, Johannesburg, 086 111 VETTA (83882)	Complaint Handling & Conflict Management, Johannesburg, 086 111 VETTA (83882)		
Labour Law for Leaders, Johannesburg, (011) 454-5501				

MARCH 2009 – WEEK 5

<i>Monday (30/03)</i>	<i>Tuesday (31/03)</i>	<i>Wednesday (01/04)</i>	<i>Thursday (02/04)</i>	<i>Friday (03/04)</i>
Certificate in Management Development NQF4, Johannesburg, (016) 420-2306	Managing Time for Results, Cape Town, (011) 704-0720/4	World-Class Reception Skills, Cape Town, (021) 685-7726	Professional Telephone Skills, Cape Town, (021) 685-7726	Certificate in Management Development NQF4, Johannesburg, (016) 420-2306
	Manager's Mistakes, Johannesburg, (011) 485-2150	Supervisory Skills, Pretoria, (011) 704-0720/4		
Diploma in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306	People Management, Cape Town, (011) 704-0720/4			
		SETA grants and funding system, Nelspruit, (021) 685-0451	Return on Training Investment, Nelspruit, (021) 685-0451	Diploma in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306
	Higher Certificate in Occupationally Directed ETD Practice NQF5, Johannesburg, (016) 420-2306		Effective Use of the Telephone, Johannesburg, (011) 485-2150	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443
A Practical Introduction to Project Management, Johannesburg, (011) 431-1533		HIV/AIDS Workplace Management, Durban, (011) 678-2443	Minute Taking, Cape Town, 086 111 VETTA (83882)	
			Communication & Presentation Skills, Durban, (011) 678-2443	

MARCH 2009 – WEEK 5 (continued)

<i>Monday (30/03)</i>	<i>Tuesday (31/03)</i>	<i>Wednesday (01/04)</i>	<i>Thursday (02/04)</i>	<i>Friday (03/04)</i>
Professional Report Writing Skills, Pretoria, (011) 704-0720/4		Effective Business Writing Skills, Cape Town, (011) 678-2443		
HIV/AIDS Workplace Management, Cape Town, (011) 678-2443		Team Building, Johannesburg, (011) 678-2443	English Communication Skills, Johannesburg, (011) 431-1533	
The Integr8ted Knowledge Management Framework Masterclass, Johannesburg, (011) 726-3040				
Community Facilitation Programme, Bloemfontein, (011) 886-2647				
Winning Ways: Persuade, Influence and Negotiate, Johannesburg, 0861 BIZTECH		Management for New Managers, Johannesburg, . 0861 ASTROT (0861 278768)		
Becoming the Most Successful Salesperson, Johannesburg, 0861 BIZTECH		Writing Effective Reports, Johannesburg, (011) 431-1533		
		Crystal Reports Development, Johannesburg, 0861 ASTROT (0861 278768)		
	Mastering Modern Negotiation Skills, Cape Town, (011) 726-3040			
A Practical Introduction to Project Management, Cape Town, (011) 431-1533				

APRIL 2009 – WEEK 1

<i>Monday (06/04)</i>	<i>Tuesday (07/04)</i>	<i>Wednesday (08/04)</i>	<i>Thursday (09/04)</i>	<i>Friday (10/04)</i>
Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150	EQ in Leadership, Pretoria, (011) 704-0720/4		
		Telephone Excellence, Cape Town, (011) 704-0720/4		
Negotiating for Results, Johannesburg, (011) 704-0720/4		SETA grants and funding system, Bloemfontein, (021) 685-0451	Return on Training Investment, Bloemfontein, (021) 685-0451	
Supervisory Skills, Durban, (011) 704-0720/4			Stress Management, Durban, (011) 678-2443	
Advanced Problem Solving, Johannesburg, 0861 ASTROT (0861 278 768)				
An Introductory Course on Monitoring, Evaluation and Reporting, Durban, (012) 997-6059				
Writing for Business Results, Port Elizabeth, (016) 986-3888				
Assertive Communication Skills, Johannesburg, (016) 420-2306				
Assertiveness, Johannesburg, (011) 678-2443	Being Assertive, Cape Town (021) 685-7726			
	Project Management, Durban, (011) 678-2443			
Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443				
Effective Business Writing Skills, Johannesburg, (011) 678-2443				
Personal Assistant & Basic Project Management, Cape Town, 086 111 VETTA (83882)	Project Management, Cape Town, 086 111 VETTA (83882)		Assertiveness, Cape Town, 086 111 VETTA (83882)	

APRIL 2009 – WEEK 2

<i>Monday (13/04)</i>	<i>Tuesday (14/04)</i>	<i>Wednesday (15/04)</i>	<i>Thursday (16/04)</i>	<i>Friday (17/04)</i>	
	Emotional Intelligence, Johannesburg, (016) 420-2306				
	Moderator Training, Johannesburg, (016) 420-2306				
		SETA grants and funding system, Cape Town, (021) 685-0451	Writing Effective Reports, Johannesburg, (011) 431-1533	Minute Taking for Meetings, Pretoria, (011) 704-0720/4	
			Effective Sales, Durban, (011) 678-2443	Sell – Don't Tell, Johannesburg, (011) 485-2150	
		Finance 101 for PA's and Administrators, Johannesburg, 0861 BIZTECH		Writing Effective Reports, Cape Town, (011) 431-1533	
		Quality Customer Service, Cape Town, (011) 704-0720/4			
		People Management, Johannesburg, (011) 704-0720/4			
		Business Presentation Skills, Midrand, (016) 986-3888			
		Technical Report Writing, Cape Town, 086 111 VETTA (83882)	Return on Training Investment, Cape Town, (021) 685-0451		
	Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443				
			Mentoring & Coaching, Cape Town, (011) 678-2443		
	Project Management, Cape Town, (011) 678-2443				
		Supervisory Management, Johannesburg, (011) 678-2443			
		Project Management, Midrand, (011) 468-1320			
		Mastering Broad-Based Black Economic Empowerment, Johannesburg, 0861 ASTROT (0861 278 768)			
			The Manager, Cape Town, 086 111 VETTA (83882)		
		Great Organisational Skills: Organise Yourself to Success, Johannesburg, 0861 BIZTECH			

APRIL 2009 – WEEK 3

<i>Monday (20/04)</i>	<i>Tuesday (21/04)</i>	<i>Wednesday (22/04)</i>	<i>Thursday (23/04)</i>	<i>Friday (24/04)</i>
English Communication Skills, Johannesburg, (011) 431-1533	Trouble-free Travel Planning for PA's, Johannesburg, 0861 BIZTECH	Negotiating Skills, Johannesburg, (011) 485-2150	Return on Training Investment, Johannesburg, (021) 685-0451	Customer Service, Johannesburg, (011) 678-2443
The Total Team Leader, Johannesburg, 0861 BIZTECH		SETA grants and funding systems, Johannesburg, (021) 685-0451	Creative Problem Solving, Johannesburg, (011) 485-2150	Facilitation Skills, Cape Town, 086 111 VETTA (83882)
Professional Excellence for Secretaries, Midrand, (016) 986-3888			Brilliant Business Writing, Johannesburg, (011) 704-0720/4	
Mastering Minutes and Meeting Protocol, Johannesburg, 0861 BIZTECH		Emotional Intelligence, Johannesburg, (011) 312-3147		
		Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533		
	Certificate in Occupationally Directed ETD Practice NQF4, Johannesburg, (016) 420-2306			
	Coach the Learner, Midrand, (016) 986-3888			
	Finance for Non-Financial Managers, Durban, (016) 986-3888			
	Assessor, Cape Town, (016) 986-3888			
	Skills Development Facilitator, Johannesburg, (016) 420-2306			

APRIL 2009 – WEEK 3 (continued)

<i>Monday (20/04)</i>	<i>Tuesday (21/04)</i>	<i>Wednesday (22/04)</i>	<i>Thursday (23/04)</i>	<i>Friday (24/04)</i>
Time Management, Johannesburg, (011) 678-2443	Negotiating for Results, Cape Town, (011) 704-0720/4		Perfect Presentation Skills, Cape Town, (011) 704-0720/4	
Finance for Non-Financial Managers, Pretoria, (011) 454-5505	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Telephone Excellence, Pretoria, (011) 704-0720/4	
	Effective Business Writing Skills, Durban, (011) 678-2443		Finance for Non-Financial Managers, Johannesburg, (011) 726-3040	
	Project Management, Johannesburg, (011) 678-2443			
	Supervisory Management, Cape Town, (011) 678-2443			
	Television & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Time Management & Personal Productivity, Cape Town, 086 111 VETTA (83882)	Tea Lady, Cape Town, 086 111 VETTA (83882)	
The Total Team Leader, Johannesburg, 0861 BIZTECH				
Basic Principles of Accounting, Cape Town, (016) 986-3143				
Situational Leadership, Benoni, (011) 442-4334				
Managing Customer Service, Benoni, (011) 442-4334				
	Positive Selling, Cape Town, 086 111 VETTA (83882)			
English Communication Skills, Cape Town, (011) 431-1533				
Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533				

APRIL 2009 – WEEK 4

<i>Monday (27/04)</i>	<i>Tuesday (28/04)</i>	<i>Wednesday (29/04)</i>	<i>Thursday (30/04)</i>	<i>Friday (01/05)</i>
	Training Coordinator Programme NQF3, Johannesburg, (016) 420-2306			
		Developing Effective and Committed Teams, Johannesburg, (011) 485-2150	Leadership – Influencing people under your Direction, Johannesburg, (011) 485-2150	
		Ethics, Johannesburg, (011) 678-2443		
	Finance for Non-Financial Managers, Durban, (011) 678-2443			
	Supervisory Management, Durban, (011) 678-2443			
		Assertiveness & Time Management, Cape Town, 086 111 VETTA (83882)		

MAY 2009 – WEEK 1

<i>Monday (04/05)</i>	<i>Tuesday (05/05)</i>	<i>Wednesday (06/05)</i>	<i>Thursday (07/05)</i>	<i>Friday (08/05)</i>
Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4	The National Credit Act, Johannesburg, 0861 BIZTECH Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTECH	Making a Positive Difference @ Work, Pretoria, (011) 704-0720/4	Return on Training Investment, Durban, (021) 685-0451	Assertiveness, Cape Town, (011) 678-2443
Effective Business Writing Skills, Johannesburg, (011) 678-2443			Service Leadership & Performance, Cape Town, (021) 462-7902	Performance Management – Unlocking Productivity, Johannesburg, (011) 485-2150
Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443		Communication & Presentation Skills, Johannesburg, (011) 678-2443	Interviewing & Selecting for Results, Johannesburg, (011) 485-2150	
Finance for Non-Financial Managers, Cape Town, (021) 462-7902				
Managing Your Time, Durban, (011) 442-4334	Managing Time for Results, Johannesburg, (011) 704-0720/4	SETA grants and funding system, Durban, (021) 685-0451	Project Management for Non-Project Managers, Durban, (011) 704-0720/4	
	Project Management, Durban, (011) 678-2443			
Situational Leadership, Cape Town, (011) 442-4334		Practical Skills for Office Managers/Team Leaders, Johannesburg, 0861 BIZTECH		
		An Introductory Course on Impact Assessment, Pretoria, (012) 997-6059		
		Business Communication & Report Writing, Johannesburg, 0861 ASTROT (0861 278768)		
		The PA MBA, Johannesburg, 0861 BIZTECH		
	Situational Leadership, Durban, (011) 442-4334		HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443	
	People Management Skills for New Managers, Johannesburg, (011) 431-1533		Finance for Non-Financial Managers, Pretoria, (011) 704-0720/4	
			Supervisory Skills, Johannesburg, (011) 704-0720/4	
			Complete Guide to Meetings and Minute Taking, Cape Town, (011) 431-1533	

MAY 2009 – WEEK 2

<i>Monday (11/05)</i>	<i>Tuesday (12/05)</i>	<i>Wednesday (13/05)</i>	<i>Thursday (14/05)</i>	<i>Friday (15/05)</i>
Team Building, Durban, (011) 678-2443	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	Leadership Series (2): Leading Teams in Tough Times, Cape Town, (021) 685-7726	Time Management, Cape Town, (011) 678-2443	Stress Management, Johannesburg, (011) 678-2443
Minute Taking for Meetings, Cape Town, (011) 704-0720/4			Perfect Presentation Skills, Pretoria, (011) 704-0720/4	The Professional Receptionist, Johannesburg, (011) 431-1533
The Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH		Emotional Intelligence: The Key to Personal Effectiveness and Effective Leadership, Johannesburg, 0861 ASTROT (0861 278768)		
Supervisory Management, Johannesburg, (011) 678-2443			Managing and Working with Change, Johannesburg, (011) 485-2150	Business Professionalism and Competency, Johannesburg, (011) 485-2150
	Leadership series (1): Building Mental Resilience for Tough Times, Cape Town, (021) 685-7726	The Fundamentals of learnership /bursary management in the organisation, Port Elizabeth, (021) 685-0451	Strategic Planning Models and Approaches, Port Elizabeth, (021) 685-0451	
	Diversity Management, Johannesburg, (011) 678-2443			

MAY 2009 – WEEK 2 (continued)

<i>Monday (11/05)</i>	<i>Tuesday (12/05)</i>	<i>Wednesday (13/05)</i>	<i>Thursday (14/05)</i>	<i>Friday (15/05)</i>
	Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533		Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
	Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4		Supervisory Skills, Cape Town, (011) 704-0720/4	
			Quality Customer Service, Johannesburg, (011) 704-0720/4	
		Effective Business Writing Skills, Durban, (011) 678-2443		
		HR Management Workshop, Johannesburg, (011) 312-3147		
Interpersonal Influence: Working with Social Styles, Benoni, (011) 442-4334			Supervisory Management, Cape Town, (011) 678-2443	
			Management Programme for NPOs, Cape Town, (021) 918-4344	
			Emotional Intelligence at Work, Benoni, (011) 442-4334	
			Management I, Benoni, (011) 442-4334	

MAY 2009 – WEEK 3

<i>Monday (18/05)</i>	<i>Tuesday (19/05)</i>	<i>Wednesday (20/05)</i>	<i>Thursday (21/05)</i>	<i>Friday (22/05)</i>
Minute Taking for Meetings, Durban, (011) 704-0720/4	Negotiating for Results, Pretoria, (011) 704-0720/4		Strategic Planning Models and Approaches, East London, (021) 685-0451	Effective Sales, Johannesburg, (011) 678-2443
	Project Management, Cape Town, (011) 678-2443			
Diversity Management, Durban, (011) 678-2443		The Fundamentals of learnership /bursary management in the organisation, East London, (021) 685-0451	Succeeding as a first time Supervisor, Johannesburg, 9011) 485-2150	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150
Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH				
Observation, Insight and Intervention: Developing a new discipline for facilitating change, Cape Town, (021) 462-3902				
			Effective Business Writing Skills, Cape Town, (011) 678-2443	
			18 May – 23 November: Management Advancement Programme CT6, Cape Town, (021) 462-7902	
Avoid the Stress Mess, Cape Town, (011) 485-2150	Professional Development for Secretaries and PA's, Johannesburg, (011) 431-1533		EQ in Leadership, Johannesburg, (011) 704-0720/4	
			Telephone Etiquette, Johannesburg, (011) 704-0720/4	
	Perfect Presentation Skills, Durban, (011) 704-0720/4		Problem Solving and Decision Making, Durban, (011) 442-4334	
			Project Management, Johannesburg, (011) 678-2443	
Situational Leadership, Benoni, (011) 442-4334			People Management for New Managers, Johannesburg, 0861 ASTROT (0861 278768)	
	More Hours in Your Day, Cape Town, (011) 485-2150		The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (0861 278768)	
			Finance for Non-Financial Managers, Cape Town, 0861 ASTROT (0861 278768)	
			Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (0861 278768)	
			How to avoid the CCMA and Labour Courts, Johannesburg, 0861 ASTROT (0861 278768)	
		The Psychology of Customer Service, Cape Town, (011) 485-2150	Manager's Mistakes, Cape Town, (011) 485-2150	Sell – Don't Tell, Cape Town, (011) 485-2150
			Professional Development for Secretaries and PA's, Cape Town, (011) 431-1533	
	Conscious Career Strategies for Women, Cape Town, (021) 918-4344			

MAY 2009 – WEEK 4

<i>Monday (25/05)</i>	<i>Tuesday (26/05)</i>	<i>Wednesday (27/05)</i>	<i>Thursday (28/05)</i>	<i>Friday (29/05)</i>
Finance for Non-Financial Managers, Cape Town, (011) 704-0720/4	Project Management for Non-Project Managers, Johannesburg, 0861 ASTROT (0861 278768)			
	Finance for Non-Financial Managers, Johannesburg, (011) 678-2443		Mentoring & Coaching, Durban, (011) 678-2443	
	People Management, Pretoria, (011) 704-0720/4		Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4	
	Advanced Project Management, Johannesburg, (011) 678-2443			
	Manager's Mistakes, Johannesburg, (011) 485-2150	Minute Taking for Meetings, Johannesburg, (011) 704-0720/4		
	Presenting with Confidence, Johannesburg, (011) 431-1533			
	Supervisory Management, Durban, (011) 678-2443			
Situational Selling, Benoni, (011) 442-4334		Dealing with Incapacity (Poor Performance & Absenteeism), Cape Town, (021) 685-7726		
		The Psychology of Customer Service, Johannesburg, (011) 485-2150		
		Project Management for Non-Project Managers, Cape Town, 0861 ASTROT (0861 278768)		
		Management & Leadership Development, Durban, (011) 678-2443		
		Internal Consulting, Cape Town, (021) 462-7902		