

Introducing IQPC Training's Global Series in Asia

Register 3 delegates or more and save US\$500 or S\$750 when you register and pay before 3 November 2006



FIRST IN ASIA

# Team *and* Multiparty Negotiation Strategies

Effective strategies to deal with high-stake complex negotiations

Your choice of **2** dates & venues

- 04 - 05 December 2006 • Concorde Hotel, Kuala Lumpur, Malaysia
- 07 - 08 December 2006 • Furama Riverfront, Singapore

ABOUT YOUR TRAINER



**DR. MICHAEL BENOLIEL**  
Director of the Center for  
Negotiation, Maryland, USA  
Senior Consultant with The  
Negotiation Academy, Europe

By attending this 2-day **HIGHLY INTERACTIVE** course, you will be able to:

- Manage complex interactions within and between negotiating teams
- Deal with team dynamics and disputes during the negotiation process
- Determine negotiation styles through assessments to determine personal and team negotiating profiles
- Develop positive negotiating grounds by forming winning coalitions quickly
- Enhance your persuasive abilities through the application of the universal principles of successful persuasion
- Overcome cultural and geographical boundaries by learning the dimensions of multi-cultural and global negotiation

Get a complimentary copy of  
Dr. Benoliel's book, **'Done  
Deal'** when you register  
before **3 November 2006**



Selected by The Chicago Tribune  
as one of **'The Best Business  
Books of 2005'**

**PLUS!** You will also take back:

1. **MNP** (Master Negotiator's Profile) - Identify your negotiating profile based on extensive research
2. **PERSONAL ACTION PLAN** - To assist you in further improving your Negotiation Capabilities
3. **PROVEN & TESTED** Tools & Techniques guide on Successful Negotiation Strategies

Why is this training course **UNIQUE?**

- **Interactive Learning** with simulations and role-plays from case studies, scenarios and real world examples. From this 2-day course, gain access to some of the hands-on simulations developed by Harvard University and the Dispute Resolution Research Center, Kellogg Business School, and Northwestern University. **PLUS** practical case studies from Dr Benoliel to better understand the theory, framework and standards presented
- **Lead by an International thought leader in Negotiation Skills:** Dr. Benoliel has an accomplished 20-year career as a management consultant and is a leading academic at the John Hopkins University's MBA program teaching Effective Negotiation. He is also the author of 2 books *'The Upper Hand'* and *'Done Deal: Insights from Interviews with the World's Best Negotiators'*
- **Extensive research** done by Dr. Benoliel in the area of negotiation. In his book entitled, **'Done Deal'** is based on his personal interviews with world class negotiators in Business, Diplomacy, Law and Sports. He has researched with the United Secretary of State, US Senator, US Trade Representative and Vice Chairman of Time Warner
- **Personalised Development:** Send us your most challenging negotiation scenarios. Let Dr. Benoliel work through the best outcomes possible through our Pre-Course Questionnaire exercise



## Customised In-House Training Solutions

Organise this training course in-house and save 40% in course fees. It's a proven, cost-effective option that will improve the performance of your whole team!



Researched & Developed By



Official Media Partner



## Hear what others have said about Dr. Michael Benolie's training courses

“ Dr. Benolie is one of the best instructors I have had the pleasure to oversee. As a master professor, he is dynamic, a skilled group leader, and a superb discussion facilitator. Not only is his delivery and mastery of the material excellent, he also has sensitivity to the needs and interests of the participants.

Johns Hopkins University

Dr Benolie was OUTSTANDING. The reception and feedback from our membership was record-breaking. I highly recommend his seminar for your chapter. His insights and techniques are practical and applicable immediately to any situation, in any industry. I feel strongly that as project managers, we don't get enough of the 'soft skill' training, which comprises about 80% of our work.

Project Management Institute (PMI)

Very Knowledgeable in Negotiation

Procurement Engineer, MMC Oil & Gas Engineering

Clear and precise presentation. Good references examples of each topic discussed.

Senior Procurement Executive, Turkmenistan Project Procurement, Petronas Mitco

Dr. Michael is a very experienced speaker in Advanced Negotiations and the whole training has been going on smoothly and served the purpose.

Purchasing Specialist, Halliburton

Very professional. The sharing of Knowledge are not imposing. No student teacher authoritarian environment.

Head of Broking Management, Malaysia National Insurance Berhad

Dr. Michael's presentation & approach is very useful & important to be practiced. It is of great benefit to have learned from him especially on HBDI.

Procurement & Development Manager, British American Tobacco Malaysia

Washington D.C. Chamber of Commerce members found the seminar, "Strategies of Master Negotiators," informative, interactive and motivating. Executives and decision makers at all levels benefited from Dr. Benolie's extensive research and instructional guidance on the key points of how to negotiate and the seminar exercise dramatically illustrated those points.

Senior Staff, DC Chamber of Commerce

”

Registration begins at 8:30am on the 1st day. The course starts at 9am on both days and ends by 5pm. There will be breaks for mid-morning refreshments, lunch, and mid-afternoon refreshments.

“ Inexperienced negotiators tend to focus primarily on incompatibilities and their own interests. They, unfortunately, let the differences "take over" and drive the negotiation process, which often lead to deadlocks and poor results. ”  
Dr Michael Benolie

## Course Outline

### DAY 1

#### 1. Review of Basic Concepts

- Preparation and planning
- Objectives and interests
- BATNA (Best Alternative To a Negotiated Agreement)
- Characteristics of one-on-one negotiation

☞ **HANDS-ON SIMULATION: Multi-issue, One-on-One Negotiations**



#### 2. Negotiating Styles

- Distributive negotiation (claiming value)
- Integrative negotiation (creating value)
- Riding two horses simultaneously: Cooperation and Competition
- Understanding the creative process: Inventing options



#### 3. Strategic Context of Negotiations

- Stakeholders' mapping and analysis
- Stakeholders' interests and power analysis

☞ **HANDS-ON SIMULATION: Multi-issue Team Negotiations**

#### 4. Negotiating Teams

- The 'whole brain' negotiating team
- Unity: Keeping your team together
- Team's decision rules
- Assessing team negotiating profile
- Team Building: Relationships and Trust
- Team's emotional intelligence

☞ **HANDS-ON SIMULATION: Assessments for Individuals and Teams**



### DAY 2

#### 5. Negotiating in a Highly Competitive Environment

- Characteristics of multiparty negotiation
- Managing multiparty interests and interactions
- Decision rules

☞ **HANDS-ON SIMULATION: Multi-issue, Multiparty Negotiations**



#### 6. Forming a Winning Coalition

- Concept of coalitions
- Offense: Building and keeping your coalition
- Defence: Organising a blocking coalition
- The fragile nature of coalitions
- Sequencing the recruitment process
- Unity: Keeping coalition partners together



#### 7. International Negotiation

- Cultural values
- Negotiating styles of different cultures
- Negotiating strategies across cultures

#### 8. The Art and Science of Persuasion

- Universal principles used by Negotiators



## IQPC TRAINING'S IN-HOUSE SOLUTIONS - COURSES TAILORED FOR YOUR ORGANISATION

IQPC Training delivers guaranteed quality courses which can be custom-tailored and held at your company site or anywhere in South East Asia. You will benefit from IQPC Training's global expertise in designing and delivering professional training and development programs to meet the needs of today's organisations. Leading companies select us to partner with them in improving their organisational performance because we offer the following key benefits:

### ACHIEVING IMMEDIATE IMPACT IN MOTIVATING AND RETAINING STAFF:

A short course can bring major improvements in performance through raising morale, boosting productivity, speeding up the rate of change, or equipping your staff to deal with new challenges.

### FLEXIBLE:

You can select and combine various training alternatives to suit you: ranging from a single training course for a specialist team, a multi-team, multi-site roll-out of particular skills development, or an integrated program of in-company and discounted public courses covering all areas of management development.

### COST-EFFECTIVE:

Courses are held at a location convenient for you - eliminating accommodation and travel expenses and saving your staff time.

### TARGETED OBJECTIVES:

Courses will be designed to meet your own organisation's needs and goals, based on our in-depth needs analysis approach - a proven framework that includes managers and employees in the development process.

### TAILOR-MADE CONTENT TO MEET YOUR NEEDS:

All the public courses featured in this brochure can be specially tailored to place an emphasis on your business objectives, incorporating case studies and examples from your company or business sector. We also deliver courses on many other areas of management skills and can develop new courses to meet your specific business objectives.

If you would like further information regarding our in-house training, please contact us at +65 6722 9388 or visit [www.iqpctraining.com.sg](http://www.iqpctraining.com.sg).

# Why You Should Attend?

Your professional success is largely dependent on your ability to influence others and reach efficient agreements with various stakeholders – suppliers, customers or government officials. Since the interests, perceptions, attitudes, or values of various stakeholders often differ, it is quite a challenge to reach efficient and mutually beneficial agreements.

Successful executives who consider themselves expert negotiators sometimes fail when they move from one-on-one negotiations to strategic team and multiparty negotiations. They overlook the important differences between one-on-one and multiparty negotiations and thus may be left out of the deal.

In this highly interactive workshop, **the focus is on enhancing your team and multiparty negotiating strategies and persuasive techniques.** Topics range from complex deal negotiations involving cultural differences, coalitions, and ethical challenges and also methods of dispute resolution that can be applied when negotiations break down.

## Learning Methods

This 2-day training course is designed primarily to build negotiation skills, therefore, your training leader will use multiple learning methods: brief lectures to impart important knowledge; extensive group discussions in order to capitalize on the vast experience of the delegates; and dynamic negotiation simulations which give the delegates opportunities to practice and develop their skills in a supportive learning environment.

## Simulations

The Program on Negotiation at Harvard University and the Dispute Resolution Research Center, Kellogg Business School, Northwestern University, developed some of the simulations which we will be applying in this 2-day programme. **The simulations range in complexity – from simple one-on-one, multi-issue negotiation, to a more complex team and multiparty, multi-issue negotiation.** The selections of particular simulations are based on the level of experience of the delegates and the duration of the workshop.

## Recent attendees of IQPC Training's Negotiations events:

**OIL & GAS:** BPMIGAS, Carigali-Triton Operating Company, ExxonMobil Exploration & Production, Halliburton Singapore, Petronas Carigali Sdn Bhd, PTT Exploration & Production Public Co., Sarawak Shell Berhad, Shell MDS (Malaysia) Sdn Bhd, Singapore Petroleum Company, Total Petrochemicals South East Asia

**ENERGY:** Alstom Power Asia Pacific Sdn Bhd, Kodeco Energy Co Ltd, PT Medco Energi Internasional Tbk

**BANKING AND FINANCE:** AmlInvestment Management Sdn Bhd, Bank Negara Malaysia, PT Bank OCBC Indonesia, United Overseas Bank (Malaysia) Bhd

**TELCO:** Alcatel (Thailand) Co Ltd, Maxis Broadband Sdn Bhd

**CHEMICALS:** BASF Asia Pacific Service Centre Sdn Bhd, PTT Chemical Public Company Limited

**GOVERNMENT:** Companies Commission of Malaysia, Ministry of Defence, Brunei, National Heart Centre of Singapore

**OTHER INDUSTRIES INCLUDE:** Pharmaceutical, Airlines, Tobacco, Technology, Construction, Shipping, Transportation, etc

## Who Should Attend?

This advanced workshop is designed for executives with management experience in various functional areas, organizations, and industries:

**Management Job Titles:** Regional, Division, Chiefs, Directors, Heads, VPs, Senior VPs, GMs, Managers, Senior Executives, Executives, Specialist

**Functions:** General Management, Marketing & Sales, Finance, Corporate Planning, Commercial, Retail, Operations, Production, Procurement, Legal, Business, Strategic Planning, Supply Chain, Manufacturing, Project Management

## Official Media Partner



Training Malaysia Online sited at <http://www.TrainingMalaysia.com>, is an online portal focuses on training and human resource development, in which it features the different training providers and skill training courses in Malaysia. It serves as a valuable point of reference for employers seeking specific training skills for their employees as well as workers who wish to upgrade their existing knowledge and skills. TrainingMalaysia.com disseminates information on the various training providers and programmes that they offer. In addition, it also consists of a training and education forum with the latest news and updates for the HRD and training community.

TrainingMalaysia.com, established since 2000, is the one-stop online reference guide on HRD for training providers, human resource department heads, training managers, HRD Fund contributors, students, working adults and any other people with training needs. This website helps to promote the expertise of our training institutions in the domestic and global market environment.

## Pre-Course Questionnaire

IQPC Training is committed to delivering the highest possible standard of training and ensure that you achieve maximum benefit from this training course. Therefore, after receiving your registration, you will be asked to complete a Pre-Course Questionnaire to be sent back to us. Send us your most challenging negotiation scenarios. Let Dr. Benoliel work through the best outcomes possible through our Pre-Course Questionnaire exercise

## Your Satisfaction is Guaranteed!

At IQPC Training, we guarantee the quality of our training courses. It's that simple. More than 99% of our participants say that they would come back and attend our events in the future. If the actual course content falls short of the course objectives and outline as printed in the brochure, IQPC Training will give you credit towards another course of equal value within the next 12 months.

Each participant will also receive a **Certificate of Participation** after attending this course.

the **Gateway**  
[www.iqpctraining.com.sg/thegateway](http://www.iqpctraining.com.sg/thegateway)

The Gateway is your portal towards the latest in management and organisational development.

Join our online community and benefit from our monthly e-newsletter featuring exclusive articles and tips!

Be a member now at <http://www.iqpctraining.com.sg/thegateway>

## ABOUT YOUR TRAINER:



**DR. MICHAEL BENOLIEL** is the Director of the Center for Negotiation located in Potomac, Maryland, USA, and a Senior Consultant with The Negotiation Academy - Europe. As a management consultant and corporate trainer for more than 20 years, he has provided consulting and training services to organisations in the United States, Africa, and Middle-East.

Dr. Benoliel received his doctorate in Human Resource Development from The George Washington University. His doctoral dissertation was selected as a finalist to the Donald Bullock Award and in 1991, he received the Special Achievement Award from **The American Society for Training and Development (ASTD, D.C. Chapter)**.

As a university professor of management, Dr. Benoliel has more than 15 years experience which includes teaching **Conflict Resolution and Effective Negotiation in the MBA Program at The Johns Hopkins University**, and in the Executive Program at University of Maryland, University College.

Dr. Benoliel is a Certified HBDI (Herrmann Brain Dominance Instrument) Trainer and an author of the book titled, 'Done Deal: Insights from Interviews with the World's Best Negotiators (Platinum Press, 2005)'. He is also a Leading Authority in the Field of Best Practices in Negotiation which is based on his personal interviews with the world's best negotiators in business, diplomacy, labor, sports and law. Some of the interviewees are: United States Secretary of State, James Baker; US Senator, Robert Dole; Vice Chairman of Time Warner, Kenneth Novack; Chairman and Chief Executive Officer of Black Entertainment Television; US Trade Representative, Charlene Barshefsky; Leading sports agent in the United States, Leigh Steinberg.

The book was selected by The Chicago Tribune as one of 'The Best Business Books of 2005'. Dr. Benoliel profile had been aired on major media interviews and appearances in the United States including: Bloomberg Television, BusinessWeek, The Wall Street Radio Network amongst many others.

Join these world-class organisations that have benefited from Dr Benoliel's Advanced Negotiation Skills training:

- Microsoft
- Hewlett-Packard
- Agilent Technology
- Motorola (China) Electronics
- Institute of Systems Sciences (Singapore)
- Bosch
- Deutsche Bank
- ABN-AMRO
- ExxonMobil
- Petronas (Malaysia)
- Petronas-Mitco (Japan)
- Haliburton
- Bayer Health Care
- Johnson & Johnson
- Singapore Tourism Board
- Reuters
- Cathay Pacific Airways
- British American Tobacco
- Manulife
- American International Assurance (AIG)
- AT&T Asia Pacific

IQPC Training will also be conducting the following training courses in Southeast Asia:

Month	Course Title	Location	Dates
OCTOBER	Effective Project Management for Engineers and Technical Professionals	Kuala Lumpur	31 October - 01 November
	Successfully Managing Regional Compensation & Benefits	Singapore	30 - 31 October
	Effective Pipeline Integrity and Corrosion Control Strategies	Kuala Lumpur	31 October - 01 November
	Change Management for Operations and Maintenance Leaders	Kuala Lumpur	31 October - 01 November
NOVEMBER	Successfully Managing Regional Compensation & Benefits	Kuala Lumpur	07 November- 08 November
	Oil & Gas Exploration Fundamentals for Non-Technical Professionals	Kuala Lumpur	13 November- 14 November
	Drilling Essentials for Non-Drilling Professionals	Kuala Lumpur	15 November- 16 November
	Financial Modelling Techniques using Excel	Kuala Lumpur	20 November- 21 November
		Singapore	23 November- 24 November
	Media & Crisis Management	Kuala Lumpur	22 November- 23 November
	Powerful Presentation Skills for Engineers and Technical Professionals	Kuala Lumpur	28 - 29 November
	Service Level Agreements & Management	Singapore	29 Nov - 01 Dec
		Kuala Lumpur	04 - 06 December
		Kuala Lumpur	29 November- 30 November
DECEMBER	Fundamentals of Audit in Exploration & Production	Kuala Lumpur	04 - 05 December
	Team and Multiparty Negotiation Strategies	Kuala Lumpur	04 - 05 December
		Singapore	07 - 08 December
	Mastering Conflict Resolutions	Kuala Lumpur	05 - 06 December
	Effective Technical Report Writing for Technical Professionals and Engineers	Kuala Lumpur	05 - 06 December
		Kuala Lumpur	05 - 06 December

If you would like further details about the above courses, please contact Easwaran Kanason at +65 6722 9388, email [training@iqpc.com.sg](mailto:training@iqpc.com.sg) or visit [www.iqpctraining.com.sg](http://www.iqpctraining.com.sg)

# Team *and* Multiparty Negotiation Strategies

Effective strategies to deal with high-stake complex negotiations

04 - 05 December 2006 • Concorde Hotel, Kuala Lumpur, Malaysia

07 - 08 December 2006 • Furama Riverfront, Singapore

## REGISTRATION FORM

My booking code is **KL 3522 [KL]** (04 Dec-05 Dec) TM

**SG 3525 [SG]** (07 Dec-08 Dec)

Please complete in BLOCK CAPITALS as the information is used to produce delegate badges. Please  
Please do not remove this label even if it is not addressed to you.



KUALA LUMPUR • 04-05 Dec 2006	EARLY BIRD before 3 Nov 2006	NORMAL PRICE
Training Course only*	<input type="checkbox"/> US\$1,499 <i>save US\$100</i>	<input type="checkbox"/> US\$1,599
SINGAPORE • 07-08 Dec 2006	EARLY BIRD before 3 Nov 2006	NORMAL PRICE
Training Course only*	<input type="checkbox"/> S\$2,249 <i>save S\$150</i>	<input type="checkbox"/> S\$2,399
EARLY BIRD TEAM OFFER		
<input type="checkbox"/> Register 3 delegates or more and save US\$500 or S\$750 off the total training course fees when you register and pay before 3 Nov 2006*		
EXCLUSIVE DISCOUNT FOR PUBLIC SECTOR/GOVERNMENT		
<input type="checkbox"/> I am registering as an employee of government departments/statutory boards to enjoy the exclusive discount of US\$200 or S\$300 off the Normal Price*		
IN-HOUSE TRAINING SOLUTIONS		
<input type="checkbox"/> Yes, I would like to organise this training course in-house and save 40% of total course fees! *For other in-house training solutions, please contact us at (65) 6722 9388 or email to training@iqpc.com.sg		

\* Register before 3 Nov 2006 and Receive a complimentary copy of Dr. Benoliel's book 'Done Deal'  
\* Payment in full is required prior to 3 Nov 2006 to qualify for the early bird discount  
\* Prices are inclusive of lunches, refreshments and training course materials  
\* Discount cannot be combined  
\* Singapore companies, please add 5% GST

## DELEGATE DETAILS

Delegate 1: \_\_\_\_\_ Mr  Mrs  Ms  Dr  Other

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Job Title: \_\_\_\_\_ Department: \_\_\_\_\_

Delegate 2: \_\_\_\_\_ Mr  Mrs  Ms  Dr  Other

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Job Title: \_\_\_\_\_ Department: \_\_\_\_\_

Delegate 3: \_\_\_\_\_ Mr  Mrs  Ms  Dr  Other

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Job Title: \_\_\_\_\_ Department: \_\_\_\_\_

Head of Department: \_\_\_\_\_

Company: \_\_\_\_\_ Nature of Business: \_\_\_\_\_

Address: \_\_\_\_\_

Country: \_\_\_\_\_ Postcode: \_\_\_\_\_

Attention Invoice to: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Please note:  
- indicate if you have already registered by Phone  Fax  Email  Web   
- if you have not received an acknowledgement before the training course, please call us to confirm your booking.  
- photocopy this form to register multiple delegates.

## PAYMENT METHODS

- By Cheque / Bank Draft:** Made payable to IQPC Worldwide Pte Ltd
- By Direct Transfer** (For training courses in Singapore): Please quote **SG 3525** with remittance advice  
Account Name: **IQPC Worldwide Pte Ltd**  
Bank Number: **7273** • Account Number: **147-048128-001** • Swift Code: **HSBCSGSG**  
**The Hong Kong and Shanghai Banking Corporation, 21 Collyer Quay, #08-01 HSBC Building, Singapore 049320**  
All bank charges to be borne by payer. Please ensure that IQPC receives the full invoiced amount.
- By Direct Transfer** (For training courses outside Singapore): Please quote **KL 3522** with remittance advice  
Account Name: **IQPC Worldwide Pte Ltd**  
Bank Number: **7273** • Account Number: **260-085824-690** • Swift Code: **HSBCSGSG**  
**The Hong Kong and Shanghai Banking Corporation, 21 Collyer Quay, #08-01 HSBC Building, Singapore 049320**  
Name of Correspondent Bank: **HSBC Bank USA, New York**  
SWIFT Code of Correspondent Bank: **MRMDUS33**  
All bank charges to be borne by payer. Please ensure that IQPC receives the full invoiced amount.

- By Credit Card:**  
Please debit my credit card:  Visa  Mastercard  American Express  
Card Number: ---  
Expiry Date: -  
Name printed on card: \_\_\_\_\_  
Signature: \_\_\_\_\_

Payment is due in full upon receipt of invoice. Full payment prior to the event is mandatory for attendance.  
I agree to IQPC's payment terms

## 5 Ways to Register

Online: [www.iqpctraining.com.sg/AS-3522](http://www.iqpctraining.com.sg/AS-3522)

Email: [training@iqpc.com.sg](mailto:training@iqpc.com.sg)

Phone: (65) 6722-9388

Fax: (65) 6720-3804

Post: IQPC Worldwide Pte Ltd  
61 Robinson Road #14-01  
Robinson Centre  
Singapore 068893

## Team Discounts

IQPC recognises the value of learning in teams. Group bookings at the same time from the same company receive these discounts:

\* 3 or more at 5% off

\* 5 or more at 7% off

\* 8 or more at 10% off

This offer is exclusive of the early bird discount. Call us for a special discount rate for teams of 10 and above.

## Venue & Accommodation

**Concorde Hotel Kuala Lumpur**

2 Jalan Sultan Ismail  
50250 Kuala Lumpur  
Malaysia

Tel: 60 3 2144 2200 • Fax: 603 2145 2007

Website: <http://www.concorde.net>

**Furama Riverfront**

405 Havelock Road, Singapore 169633

Tel: 65 6333 8898 • Fax: 65 6734 7445

Website: <http://riverfront.furama.com>

Hotel accommodation and travel costs are not included in the registration fee. A reduced corporate room rate has been arranged for attendees at this training course.

To take advantage of this special rate, please process the hotel room reservation form provided upon confirmation of your attendance.

**PAYMENT POLICY:** Payment is due in full at the time of registration. Full payment is mandatory for event attendance.

**CANCELLATIONS & SUBSTITUTIONS:** You may substitute delegates at any time. IQPC does not provide refunds for cancellations. For cancellations received in writing more than seven (7) days prior to the training course you will receive a 100% credit to be used at another IQPC training course for up to one year from the date of issuance. For cancellations received seven (7) days or less prior to an event (including day 7), no credits will be issued. In the event that IQPC cancels an event, delegate payments at the date of cancellation will be credited to a future IQPC event. This credit will be available for up to one year from the date of issuance. In the event that IQPC postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a 100% credit representing payments made towards a future IQPC event. This credit will be available for up to one year from the date of issuance. No refunds will be available for cancellations or postponements.

IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this training course is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this training course impracticable or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.

**PROGRAM CHANGE POLICY:** Please note that speakers and topics were confirmed at the time of publishing; however, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary. Any substitutions or alterations will be updated on our web page as soon as possible.

**YOUR DETAILS:** Please email our Database Manager at [enquiry@iqpc.com.sg](mailto:enquiry@iqpc.com.sg) and inform them of any incorrect details which will be amended accordingly.

**DATA PROTECTION:** Personal data is gathered in accordance with the Data Protection Act 1984. Your data may be passed to other companies who wish to communicate with you offers related to your business activities. If you do not wish to receive these offers, please tick the box below.  
 Please do not pass my information to any third party

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