MGA | Manaf Gardner Associates

2027

EXECUTIVE EDUCATION PROGRAMME



MGA | Manaf Gardner Associates



Welcome to MGA's 2027 Programmes Plan. This is designed to help our clients review available training products as they focus on their talent development and executive education needs for the year ahead.

Our deliverables breakdown into Open Enrolment and In-House Customised content; Masterclasses with world-leading experts here in Malaysia and Flagship Executive Education Programmes with top ranked Business Schools and World-class Leading Faculty.

Our unique Masterclass+ concept, combines bringing to KL top professors in the field, to conduct short two-day courses that are designed to be followed up with in-depth residential programmes at their international Business Schools.

As part of our commitment to constantly developing leading-edge course content, we also remain available to work in collaboration with clients to create specific programmes to focus on their organisational developments. The business world is changing faster than ever. Your training needs to keep up with this. That's MGA's mission. Our team looks forward to working with you.

— **Professor Dr Colyn Gardner**
CEO, Manaf Gardner Associates

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INTERNATIONAL RESIDENTIAL PROGRAMMES

MGA's International Residential Programmes offer immersive executive learning experiences in collaboration with leading academic institutions and experienced faculty. Combining academic expertise, global perspectives and exposure to different business environments, these programmes provide opportunities for leaders to exchange ideas, explore emerging challenges and gain practical insights. Participants develop broader perspectives and knowledge to support strategic thinking and organisational development.



Leading Transition to Open Finance in the AI Era

An immersive executive programme in London combining Bayes Business School expertise with senior UK regulators, banks and fintechs to help Malaysia's financial leaders shape an AI-enabled Open Finance ecosystem.

April, 2027

Head, Director, Senior-Level Management



China AI Innovation for Banking and Financial Institutions

An executive programme at Peking University using China's AI models and live banking demonstrations — plus Tencent and Ping An company visits — to show banking leaders how AI is moving beyond chatbots into business execution and the future of banking architecture.

April, 2027

Head, Director, Senior-Level Management



University of St Andrews

Geopolitical Trends: Risks and Opportunities

Equipping senior leaders to navigate geopolitical risks, identify emerging opportunities and turn global uncertainty into strategic growth and competitive advantage.

Head, Director, Senior-Level Management

May/June, 2027

Women in Executive Management: Influence and Impact

Equipping senior women executives to strengthen strategic influence, navigate complex organisational environments and build the confidence, networks and capabilities needed to advance professionally, shape strategic decisions and deliver greater organisational impact.

Head, Director, Senior-Level Management



UNIVERSITY OF OXFORD

Oxford Summer School

Digital Transformation: Driving Organisational Change in the Age of AI

Preparing senior leaders to navigate an increasingly complex global landscape through multidisciplinary perspectives, strategic foresight and the leadership capabilities needed to shape the future of their organisations.

Head, Director, Senior-Level Management

August/September 2027



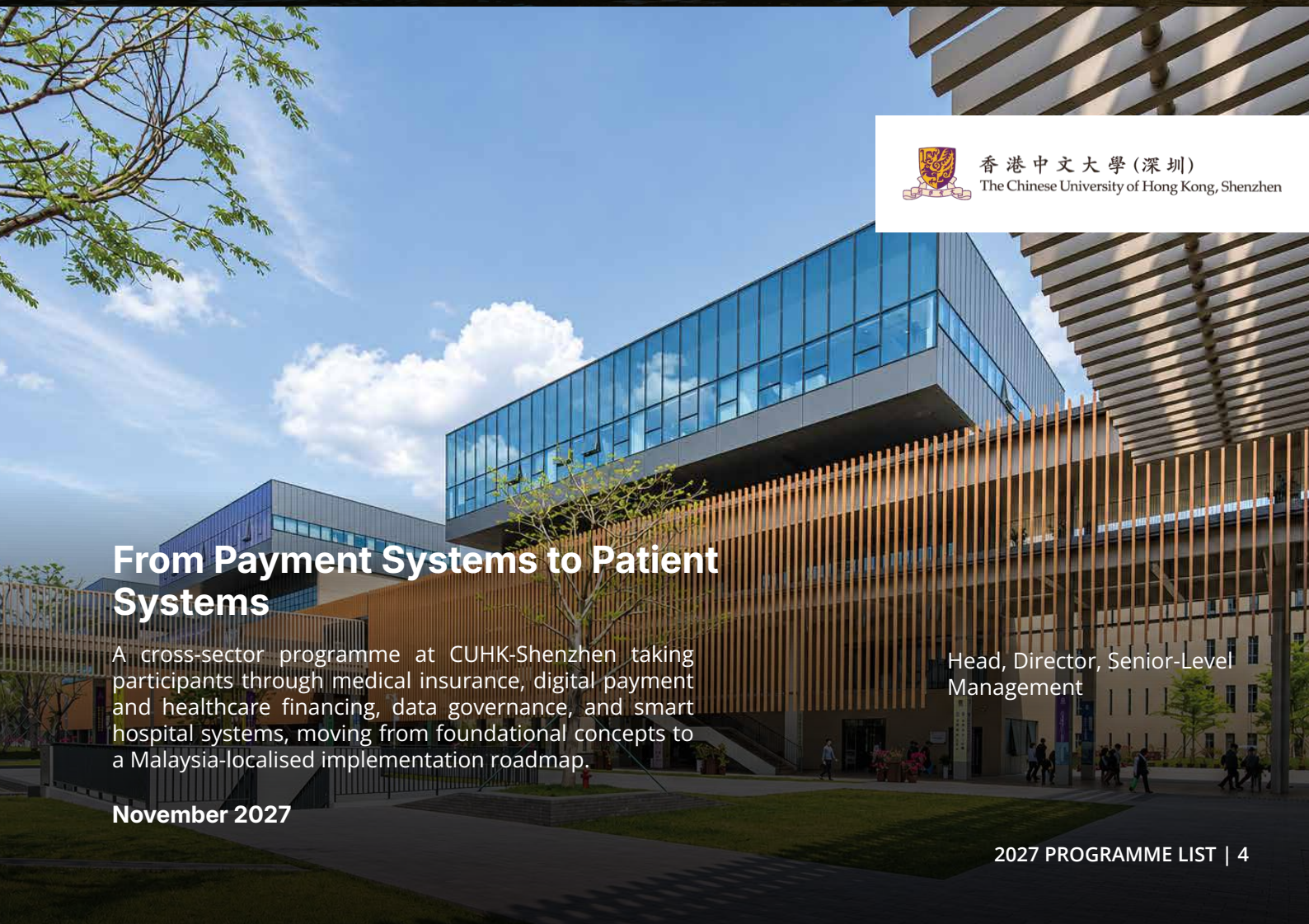
UNIVERSITY OF CAMBRIDGE
Judge Business School

Executing Sustainability Strategies in a Disrupted World

Equipping senior leaders to translate sustainability ambitions into actionable strategies, navigate evolving challenges, drive organisational transformation and deliver long-term value and competitive advantage.

Head, Director, Senior-Level Management

September, 2027



香港中文大學(深圳)
The Chinese University of Hong Kong, Shenzhen

From Payment Systems to Patient Systems

A cross-sector programme at CUHK-Shenzhen taking participants through medical insurance, digital payment and healthcare financing, data governance, and smart hospital systems, moving from foundational concepts to a Malaysia-localised implementation roadmap.

Head, Director, Senior-Level Management

November 2027



EXECUTIVE MASTERCLASS

MGA's Masterclasses combine academic expertise, industry insights and practical learning to help business leaders and professionals navigate emerging challenges. Through expert discussions, real-world case studies and interactive sessions, participants gain knowledge relevant to their organisations. Masterclass+ extends this experience by offering opportunities for further executive learning through residential workshops at leading international business schools.

Aligned with National Priorities

NIMP 2030

NEW INDUSTRIAL MASTER PLAN 2030

GEOPOLITICS

Navigating global shifts, emerging risks and strategic opportunities.

SUSTAINABILITY

Driving responsible growth, resilience and long-term value creation

DIGITALISATION

Harnessing AI and emerging technologies to accelerate innovation and competitiveness

Source: Ministry of Investment, Trade and Industry (MITI), New Industrial Master Plan 2030 (NIMP 2030), 2023.

At Manaf Gardner Associates, our executive education programmes are strategically curated in alignment with Malaysia's national development priorities, particularly NIMP 2030. Our focus ensures that every programme remains relevant, forward-looking and responsive to evolving industry demands.



Q1 |
January - March, 2027

Future Technology Implementation for AI, Digital Transformation and Human - AI Collaboration

11 - 12 January 2027

RM5,600

Equipping managers to evaluate and apply AI tools, strengthen human-AI collaboration and lead digital transformation, supported by practical productivity exercises and a roadmap for technology adoption and workforce readiness.

(Prof Cliff Oswick)

Managers and senior executives

BAYES BUSINESS SCHOOL
CITY ST GEORGE'S UNIVERSITY OF LONDON

Governing AI in Banking and Financial Services

14 – 15 January 2027

RM4,600

Equipping financial services leaders and professionals to evaluate AI proposals, protect customers and govern deployment through approval and incident simulations, supported by an Executive Toolkit and a 90-day governance roadmap.

(MGA X University of Malaya)

Financial services leaders, risk, compliance, technology and governance professionals

UNIVERSITI MALAYA | PUSAT PERUNDINGAN *Consultancy Centre*



Early Warning Signals and Distressed Account Management for Banking Relationship Managers

18 - 19 January 2027

RM4,600

Helping banking relationship managers recognise emerging borrower distress, assess early warning signals and take practical steps to manage at-risk relationships and exposures.

(Joel Kornreich)

Banking relationship managers

Green and Sustainable Finance: From Ambition to Application

25–26 January 2027

RM6,500

Equipping senior financial leaders to translate sustainability commitments into strategy, risk management and capital allocation, identify commercial opportunities and set practical priorities for implementation within their institutions.

(Simon Thompson)

C-suite and senior financial services executives

Women in Leadership: Strategic Influence and Impact

3 February 2027

RM2,800

Equipping senior women leaders to build strategic influence, develop sponsorship strategies and strengthen women's leadership pipelines, supported by a personal action plan for greater organisational impact.

(Prof Carole Elliott)

Senior women leaders

University of St Andrews



Q2 |
April - June, 2027

Digital Finance and Cybersecurity

1 1/2 Days

RM4,600

Exploring digital finance developments and cybersecurity considerations to help financial services professionals recognise emerging risks and strengthen operational readiness.

(University of Malaya)

Mid- to senior-level financial services professionals

UNIVERSITI MALAYA | PUSAT PERUNDINGAN *Consultancy Centre*

Sustainable Finance for Relationship Managers

2 Days

RM5,600

Equipping relationship managers to identify clients' transition needs, recognise financing opportunities and strengthen strategic client conversations, applying sustainable and transition finance solutions through regional cases and a client simulation.

(Frankfurt School of Finance & Management)

Corporate and commercial banking relationship managers

Frankfurt School of Finance & Management



Strategic Decision Making Under Uncertainty

1 Day

TBC

Equipping managers to translate economic and geopolitical developments into practical decisions for Malaysian businesses through scenario thinking, assumption testing and evaluation of strategic options.

(Alan Tan)

Executives, managers and professionals across business functions

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Practical Stress Testing for Banks

1 Day

TBC

Equipping banking professionals to prepare macroeconomic scenarios and interpret stress-test findings through practical, nontechnical exercises, supporting risk assessment, management responses and clear reporting.

(Alan Tan)

Banking risk, credit, finance, treasury and reporting professionals



Q3 |
July - September, 2027

Smart Hospitals and Healthcare AI: Lessons from China

1 Day

TBC

Equipping healthcare leaders to assess smart hospital development and emerging AI applications, drawing on China's digital transformation experience, practical hospital frameworks and clinical cases to inform organisational priorities.

(Prof Yu Guangjun)

Healthcare executives, hospital and clinical leaders

香港中文大學(深圳)
The Chinese University of Hong Kong, Shenzhen

AI and Sustainability: Business Value and Environmental Impact

1 Day

RM5,600

Equipping leaders to assess AI's business value, total cost and environmental footprint, and identify applications that advance sustainability, using regional cases, practical exercises requiring no coding and executive decision simulations.

(Frankfurt School of Finance & Management)

Senior leaders in finance, sustainability, AI and investment

Frankfurt School of Finance & Management

Renewable Energy Investment and Project Finance

1 Day

RM5,600

Equipping finance and investment professionals to evaluate renewable energy projects and financing structures, using simplified cash-flow models and an investment committee exercise to assess risks, viability, debt capacity and returns.

(Frankfurt School of Finance & Management)

Project finance, investment and energy-sector professionals

Frankfurt School of Finance & Management



Q4 |
October - December, 2027

Open Banking, Open Finance and AI

2 Days

RM7,600

Equipping financial services leaders to identify growth opportunities, assess competitive threats and shape open finance and AI strategies, drawing on international implementation lessons and a practical Malaysian strategy exercise.

(Richard Johnson)

Senior financial services leaders and decision-makers

BAYES BUSINESS SCHOOL
CITY ST GEORGE'S UNIVERSITY OF LONDON

Healthcare Leadership and Value Creation

1 Day

TBC

Equipping healthcare leaders to redesign care pathways, connect patient outcomes with costs and payment, and lead organisational change, supported by a practical economic case and implementation plan.

(Faculty arrangements TBC)

Hospital CEOs, clinical, operational and strategy leaders

Health Technology Assessment and Value-Based Purchasing

1 Day

TBC

Equipping health policy and financing leaders to assess clinical and economic evidence and translate it into coverage, reimbursement and purchasing decisions, supported by a phased institutional implementation plan.

(Faculty arrangements TBC)

Health policy, financing, insurance and purchasing leaders



IN-HOUSE PROGRAMMES

MGA's In-House Programmes are designed to address the specific needs and priorities of individual organisations. Combining expert knowledge, practical learning and relevant industry insights, these programmes can be customised to strengthen professional capabilities, address organisational challenges and support business objectives.

For further information on programme dates, fees and registration, please contact the MGA team.

Sustainability Programmes

Available in-house and customisable to your organisation's priorities and participant needs.

Practitioner Series

For professionals responsible for sustainability implementation, risk assessment, governance and reporting.

TITLE	DESCRIPTION
NSRF Readiness and Implementation	Equipping professionals to assess NSRF readiness, clarify responsibilities and strengthen the governance, data and processes needed for effective sustainability reporting.
Sustainability Governance in Practice	Strengthening the ability to prepare clear board papers, document sustainability decisions and maintain evidence that supports effective governance and credible disclosure.
Climate Risk Quantification	Developing practical skills to assess climate exposures, estimate financial effects and evaluate transition plans, supporting better risk management and sustainability reporting.
Nature-Related Risk and Disclosure	Developing practical skills to assess nature dependencies and risks, apply the TNFD approach and strengthen supply chain traceability and sustainability disclosure.

Workforce Metrics and Disclosure	Equipping professionals to develop meaningful workforce metrics, assess labour risks and prepare disclosures that connect human capital with organisational value and performance.

Board and Executive Series

For board members and senior leaders responsible for sustainability oversight and organisational decisions.

TITLE	DESCRIPTION
Leading NSRF Implementation	Equipping senior leaders to oversee NSRF implementation, align responsibilities and resources, and connect sustainability reporting with organisational priorities and decisions.
Board Accountability for Sustainability	Equipping directors to assess governance arrangements, challenge management information and oversee sustainability priorities, strengthening accountability and the quality of board decisions.
Climate Risk on the Balance Sheet	Strengthening leaders' ability to evaluate the financial implications of climate risk, challenge transition plans and oversee responses that support organisational resilience.
Nature Risk and Board Oversight	Equipping directors to assess the business implications of nature-related risks, challenge management responses and establish clear oversight of material exposures.
The Workforce as Enterprise Value	Equipping boards and executives to evaluate human capital metrics, oversee labour risks and strengthen accountability for workforce decisions affecting organisational value.

Leadership Programmes

Available in-house and customisable to your organisation's priorities and participant needs.

TITLE	DESCRIPTION
Influential Conversations	Strengthening managers' ability to build rapport, gain support and handle objections, helping them reach agreement across teams with competing priorities.
The Winning Conversation: Coaching Skills for Leaders	Equipping leaders to develop their teams through everyday coaching conversations, purposeful questions and clear follow-up that strengthen performance and individual ownership.
Advanced Coaching Conversations	Refining existing coaching skills to navigate complex conversations, challenge assumptions and help colleagues move beyond recurring problems towards practical action.
Mentoring Skills for Leaders	Developing leaders' mentoring skills to share experience effectively, guide colleagues' development and support informed career decisions through structured conversations and practical follow-up.
The Inner Game of Leadership: Mental Fitness and Resilience	Strengthening self-awareness and mental fitness through Positive Intelligence, helping leaders respond to challenges with greater resilience, confidence and effectiveness.
Beyond Me: Building Trust and Collaboration	Building trust and stronger working relationships across teams and functions to improve collaboration and strengthen collective resilience.
Transition to Branch Leadership	Preparing new and emerging banking branch managers to lead teams, balance business targets with service quality and operational discipline, and develop a practical 90-day action plan.
People Management for Branch Managers	Equipping branch managers to handle performance, conduct, union relations and team conflict, document concerns objectively and recognise when to involve HR.

Wellness Programmes

Available in-house and customisable to your organisation's priorities and participant needs.

TITLE	DESCRIPTION
Lifestyle for Performance	Developing practical habits around sleep, meals, movement and digital use to strengthen energy and focus at work, supported by a 30-day Personal Performance Blueprint.
Beyond Burnout: Building Stress Resilience	Equipping participants with practical techniques to manage workplace pressure and respond effectively to stress, supported by a personalised plan for building resilience.
Thriving Through Change: Menopause at Work	Building understanding of how menopause can affect energy, mood and focus at work, with practical strategies and a personalised 30-day plan for managing daily demands and supporting colleagues.



ONLINE CERTIFICATE PROGRAMMES

MGA's Online Certificate Programmes provide professionals with flexible learning opportunities to develop knowledge and strengthen their capabilities from anywhere. Through structured digital learning, participants can explore emerging business trends, gain practical insights and develop skills relevant to their professional roles. These programmes offer an accessible approach to continuous learning, supporting personal growth and professional development in an evolving business environment.



Online Certified Expert Programmes

(Frankfurt School of Finance and Management)

Certified Expert in Climate Risk Management (CECRM)

6 months online

Intake Date:

1 March 2027

Early Bird Registration Date & Fee

RM7,800
(Before 15 January 2027)

Regular Registration Date & Fee

RM9,300

Certified Expert in Applied Renewable Energy Finance (CEAREF)

6 months online

Intake Date:

1 September 2027

Early Bird Registration Date & Fee

RM7,800
(Before 15 July 2027)

Regular Registration Date & Fee

RM9,300

MGA | Manaf Gardner Associates

The business world doesn't stand still, and neither do the skills and capabilities organisations need from their people.

What I've particularly enjoyed about our work at MGA is the opportunity to look ahead with clients, understand the challenges and opportunities they see emerging, and bring together the expertise that can help them prepare.

To me, that's what shaping tomorrow's leaders today is all about.

— **Dr Huw Gardner**
Director, Business Development
Manaf Gardner Associates



For more information on any of our courses or for confidential discussions about customised programmes, please contact me at:

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SHAPING TOMORROW'S LEADERS TODAY

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