

**MGA** | Manaf Gardner  
Associates

 University of  
St Andrews | Business  
School

Exclusively MGA | Executive Education in Scotland

# GEOPOLITICAL TRENDS: RISKS AND OPPORTUNITIES

4 - 8 May 2026 • St Andrews, Scotland



## UNIVERSITY OF ST ANDREWS

- Ranked Scottish University of the year and University of the Year for Student Experience 2025 by the The Times and Sunday Times Good University Guide 2025
- Ranked top University in Scotland and second in the UK by the Guardian University Guide 2025
- Ranked 1st in Finance and Management and 2nd in Economics in the UK by the Guardian's University Guide 2025

## **GEOPOLITICAL TRENDS: RISKS AND OPPORTUNITIES**

4 - 8 May 2026

An International Residential Course in St. Andrews, Scotland

Manaf Gardner Associates (MGA) has co-created this highly relevant and in demand programme in partnership with the Faculty Team at the University of St Andrews led by world-renowned professors in the field and bringing together expertise from Business and Finance with top researchers and authors specialising in international politics.

The content is designed not simply to understand global risks of geopolitical actions but also to explore ways in which organisations can survive and thrive by seeking new opportunities for growth. The Geopolitical Trends: Risks and Opportunities course enables thought leading exchanges with fellow leaders to develop actionable strategies to implement back at the workplace.

### **ABOUT THE UNIVERSITY OF ST ANDREWS**

Founded in the early 15th Century, St Andrews is the third oldest university in the English-speaking world. The University enjoys a rich tradition of social consciousness and a small collegiate community with a vibrant global outlook, and was ranked top University in Scotland and second in the UK by the Guardian University Guide 2025.

Executive Education at the University of St Andrews Business School is where tradition meets innovation with cutting-edge research and strong academic rigour and global perspective combine to inspire transformative thinking and leadership. This makes St Andrews Business School vitally important as organisations face worldwide unprecedented challenges that require innovative thinking and decisive leadership.

Course programmes and teachers at St Andrews are built around the combination of both leading researchers and accomplished business and industry practitioners.

For more information, visit: [www.st-andrews.ac.uk/business-school/executive-education/](http://www.st-andrews.ac.uk/business-school/executive-education/)

### **KEY BENEFITS OF THE PROGRAMME**

- Identifying both risks and opportunities from shifting geopolitical dynamics in key regions of the world
- Providing practical frameworks for incorporating geopolitical analysis into corporate strategy and investment decisions
- Equipping business leaders with knowledge and tools needed to navigate increasingly complex geopolitical events
- Providing insight not only into risk mitigation but also strategic opportunity identification in order to give participants a competitive advantage in global markets

## PROGRAMME AT A GLANCE

Sunday 3 May	Monday 4 May	Tuesday 5 May	Wednesday 6 May	Thursday 7 May	Friday 8 May
	<i>Keynote Lecture</i> <b>Navigating Geopolitics in a Fragmented World</b>  <i>Panel Discussion</i> <b>The Impact of Geopolitical Shifts on Global Industries</b>	<i>Seminar</i> <b>The Influence of Geopolitics on Global Supply Chains and Trade</b>  <i>Case Study</i> <b>Energy Security Amidst Geopolitical Uncertainty</b>	<i>Lecture</i> <b>Managing and Leveraging Geopolitical Conflict</b>  <i>Policy Simulation Exercise</i> <b>Navigating Ethnic and Regional Conflicts in Emerging Markets</b>	<i>Seminar</i> <b>Geopolitics of Sustainability and Green Finance</b>  <i>Interactive Workshop</i> <b>Leadership in Times of Geopolitical Transformation</b>	<i>Seminar</i> <b>Corporate Social Responsibility in Fragmented Geopolitical Landscapes</b>  <i>Expert Lecture</i> <b>Agentic AI: Geopolitical Risks and Economic Opportunities</b>
	Lunch	Lunch	Lunch	Lunch	Lunch
Arrival of participants  Guided Tour of St Andrews. Followed by Welcome Drinks & Introductions at the University.	<i>Workshop</i> <b>Assessing Economic Opportunities and Risks in Geopolitical Trends</b>	<i>Interactive Workshop</i> <b>Investment Strategies Amidst Geopolitical Risks</b>	<i>Site Visit</i> <b>Lessons from the Ground with the St Andrews Links Trust - a session with PGA Teaching Professionals</b>	<i>Panel Discussion</i> <b>Climate Change as a Geopolitical Force Multiplier</b>	<i>Interactive Workshop</i> <b>Entrepreneurial Opportunities in Geopolitical Transitions</b>  <i>Closing Session</i> <b>Participant Presentations, Reflection and Facilitated Discussion</b>
	Evening Break	Evening Break	Evening Break	Evening Break	Evening Break
Free Time	Welcome Dinner at Lower College Hall	Free Time	Free Time	Farewell Dinner (venue TBC)	Free Time

## FEES AND FURTHER DETAILS

Ringgit Malaysia  
**60,000**  
 per participant

US Dollars  
**14,500**  
 per participant

*Note: Fee includes all training activities and materials, lunches during training days, special dinners, social programme and accommodation (from 3-9 May 2026) based on single occupancy. It is not inclusive of any applicable taxes.*

### REGISTRATION & ENQUIRIES

Please contact Manaf Gardner Associates at:  
 Tel: +603-3001 0326 or  
 Email: [info@manafgardner.com](mailto:info@manafgardner.com)

To find out more about us and all that we do, please visit our website at:  
[www.manafgardner.com](http://www.manafgardner.com)



MyCo ID:  
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Programme ID:  
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This programme has been approved to be HRD Corp Claimable. To apply for the grant, please contact us for a copy of the approval letter from HRD Corp.

*Note: All Information in this publication is correct at the time of printing but may be subject to change.*

## PROGRAMME SUMMARY

- Geopolitical Framework and Analysis: Examining current global power dynamics, strategic flashpoints, and analytical frameworks for understanding complex geopolitical environments
- Economic and Resource Security: Exploring how geopolitical shifts impact global supply chains, energy security, and investment strategies, with emphasis on identifying emerging opportunities
- Conflict Management and Strategic Positioning: Understanding regional conflicts and their business implications while developing strategies to navigate and potentially leverage changing security landscapes
- Sustainability and Technological Disruption: Analysing the intersection of geopolitics with sustainability challenges and technological developments, particularly Agentic AI, as sources of both risk and competitive advantage

## LEARNING METHODOLOGY

The programme balances academic sessions with interactive workshops and rich cultural experiences, including tours of St Andrews' historic sites, networking opportunities, and a special session at St Andrews Links. Participants will engage with faculty experts across multiple disciplines, gaining both theoretical insights and practical frameworks for application. The programme culminates with strategic planning sessions to ensure executives can translate insights into actionable strategies for their organisations.

## NETWORKING & ACTIVITIES

Networking with other participants, faculty and guest speakers is an important feature of this programme. There will be many opportunities for this including a Welcome Reception and Closing Dinner with a guest speaker. There will be also be a site visit to the world-famous St Andrews Links, which has one of the oldest golf courses in the world.

Upon completion of the Programme, participants will be part of the Executive Education Alumni of the University of St Andrews.



### Professor Mark Brewer



Mark is Dean and Head of School in the University of St Andrews Business School. In his previous roles, he served as International Director at Heilbronn University Graduate School in Germany, inaugural rector of Lancaster University's German campus, founding president of a new university in the Middle East, and other senior academic leadership positions in the UK. Prior to his career in higher education, he practiced law at three global law firms. He holds a PhD in International Relations from the University of St. Andrews, a Juris Doctor from Cornell University, and a MLLP from Humboldt-Universität zu Berlin. He has been named a Truman Scholar, Rotary Scholar, and Bosch Fellow. His academic research focuses on the intersection of law, corporate social responsibility, and sustainability, with a particular focus on the fashion industry.

### Dr Marcel Lukas (Programme Academic Lead)



Marcel is the Vice Dean Executive Education and Senior Lecturer in Banking and Finance at the University of St Andrews. Marcel's research explores consumer financial decision-making, financial technology, and financial education, with particular emphasis on behavioural aspects of spending and saving. A policy advisor to government bodies and financial regulators, Dr Lukas shapes financial education initiatives and serves as a Fellow at the Office for National Statistics.

He leads executive education programmes on AI applications in business and finance, bringing valuable industry experience from his previous roles at Volkswagen and IBM to his academic and advisory work.

### Dr Michael Byrne



Michael is a climate scientist at St Andrews where he leads the Climate Dynamics Lab. The overarching goal of his research is to advance fundamental physical knowledge of climate. Dr Byrne's research has driven significant advances in understanding how extreme temperatures, the water cycle, and the atmospheric circulation respond to a warming climate. Dr Byrne was an author of the UN IPCC's Sixth Assessment Report and in 2025 was awarded a Philip Leverhulme Prize for his contributions to climate dynamics. Dr Byrne's research is supported by funding from the European Research Council, Natural Environment Research Council, Leverhulme Trust, and Carnegie Trust.

### Professor Carole Elliott



Carole is a Professor of Leadership Development with visiting professorships at Copenhagen Business School and Rennes School of Business. Her research, funded by prestigious institutions including the ESRC and The Leverhulme Trust, focuses on leadership learning and critical human resource development. She has co-edited several influential works, including "Gender, Media and Organization" (2016) and "Genderwashing in Leadership" (2024). Professor Elliott's contributions to the field have earned multiple accolades from the Academy of Human Resource Development, including the Outstanding HRD Scholar Award (2022). She currently co-Chairs the University Forum for Human Resource Development.

## Professor Kristen Harkness



Kristen is the Director of the Institute for the Study of War and Strategy and teaches in the School of International Relations at the University of St. Andrews. From 2023-24, she served as the Thematic Research Lead for International Affairs and National Security with the UK Parliament where she worked extensively on issues such as the Russia-Ukraine war, Arctic security, AI and defense weaponry, and economic security. She is the author of *When Soldiers Rebel* (Cambridge UP, 2018) and her research has been published in journals such as *International Affairs*, the *Journal of Conflict Resolution*, the *Journal of Peace Research*, and the *Journal of Strategic Studies*.

## Professor Paul Hibbert



Paul is Professor of Management at the University of St Andrews and an Honorary Professor at the University of Auckland. Paul's research focuses on how reflexive practice can improve leading, organising and learning. His work has been published in leading journals, along with his books *How to be a Reflexive Researcher* and *Leader Work*. Paul is also a Fellow of the Higher Education Academy, the Chartered Management Institute, the British Academy of Management, and the Academy of Social Sciences, and has received numerous research awards. He has extensive management and leadership experience in universities, industry and professional organisations.

## Professor Phillips O'Brien



Phil is Head of School at the School of International Relations at the University of St Andrews and Chair of Strategic Studies. He has a particular interest in the interrelationship of politics and grand strategy, and how these help shape both peacetime and wartime strategic policy. Phil has spent much of his career looking at how individuals at the top of decision-making structures both try to make decisions and are at the same time influenced by the structures that they are trying to control. Though much of his earlier research has focused on grand strategy making in the Second World War, he has become increasingly interested in how these processes work for 21st century war. Within that, Professor O'Brien also has an interdisciplinary interest in how Strategic Studies and Management Studies discuss strategy, and what the disciplines can learn from each other.

## Dr James Rae



James is an Earth Scientist, motivated by the major goal of advancing our understanding of the carbon cycle and climate. Much of his work investigates Earth's past climate history using geochemical measurements on archives including sediments, fossils, and ice cores. James works in the School of Earth & Environmental Sciences, where he has a state of the art isotope geochemistry lab. James also teaches classes in geochemistry, oceanography, and climate.

## PROGRAMME VENUE

Classes will be held at Fairmont St Andrews, a beautiful 5-star hotel set on a 520 acre estate on cliffs overlooking St Andrews Bay and features its own championship golf courses. It is located about 3.2 km outside the town of St. Andrews . Transportation will be provided for participants to and from the hotel to the accommodation venue provided for the Programme.



## ACCOMMODATION

Accommodation is included in the programme fee and will be provided from 3 - 9 May 2026 based on single occupancy at SPACE, a new modern student living place located in the historic St Andrews city centre district and near to the University of St Andrews. Its location offers the convenience of being surrounded by restaurants, cultural venues, and green parks. All rooms have private modern bathrooms, a kitchenette, television and high speed wi-fi.

For more information: <https://thestudent.space/>

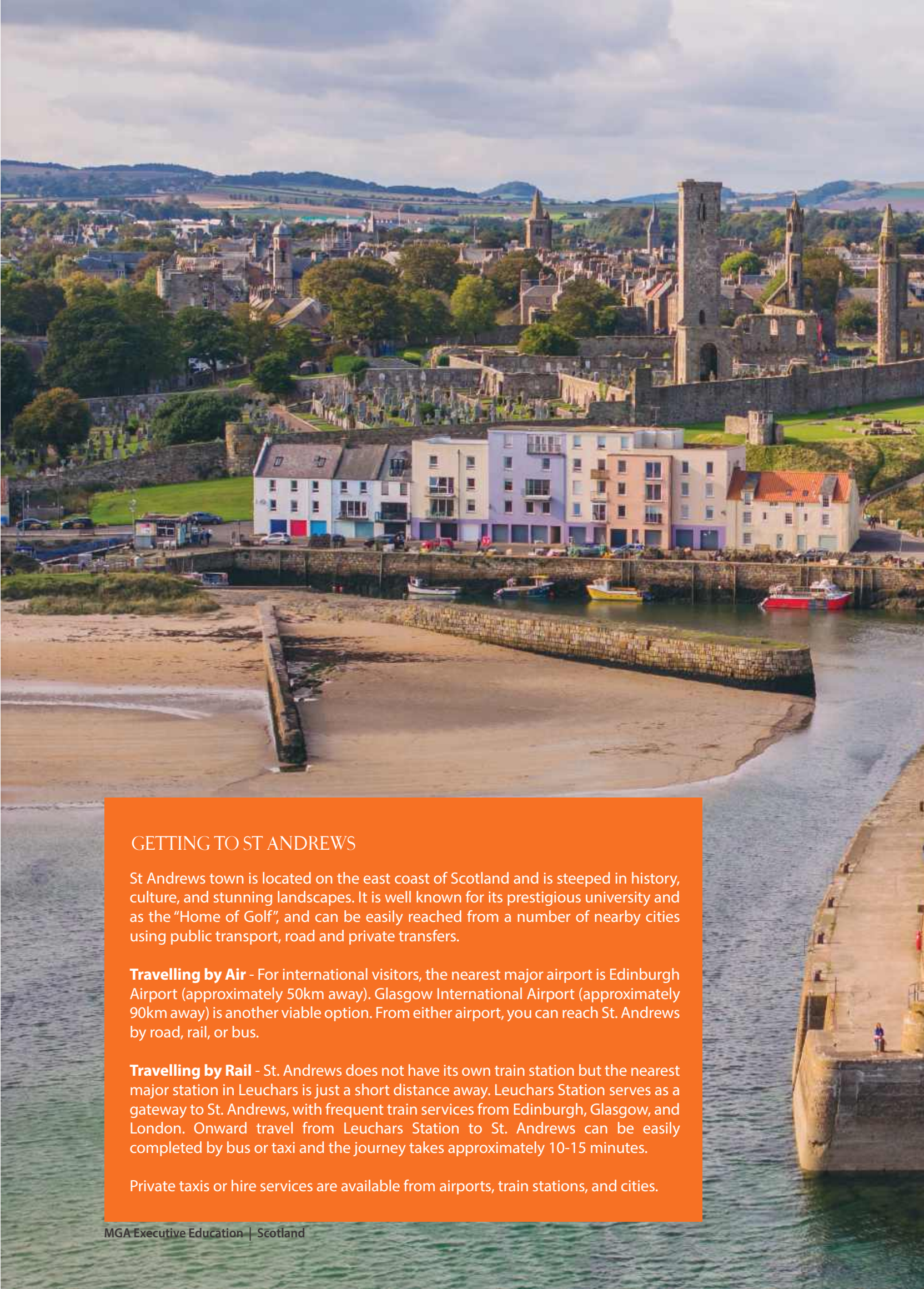




## WELCOME DINNER VENUE



Lower College Hall is situated within St Salvator's Quad, often seen as the heart of the University of St Andrews. The Hall offers impressive grand interiors and is used for high profile events. This will be the venue of the Welcome Dinner for participants of the programme.



## GETTING TO ST ANDREWS

St Andrews town is located on the east coast of Scotland and is steeped in history, culture, and stunning landscapes. It is well known for its prestigious university and as the “Home of Golf”, and can be easily reached from a number of nearby cities using public transport, road and private transfers.

**Travelling by Air** - For international visitors, the nearest major airport is Edinburgh Airport (approximately 50km away). Glasgow International Airport (approximately 90km away) is another viable option. From either airport, you can reach St. Andrews by road, rail, or bus.

**Travelling by Rail** - St. Andrews does not have its own train station but the nearest major station in Leuchars is just a short distance away. Leuchars Station serves as a gateway to St. Andrews, with frequent train services from Edinburgh, Glasgow, and London. Onward travel from Leuchars Station to St. Andrews can be easily completed by bus or taxi and the journey takes approximately 10-15 minutes.

Private taxis or hire services are available from airports, train stations, and cities.



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## ABOUT MANAF GARDNER ASSOCIATES

Manaf Gardner Associates (MGA) is a premier consulting firm specialising in Human Capital and Executive Education. Established in 2025 by Datuk (Dr) Nora Manaf and Professor Dr Colyn Gardner, MGA brings unparalleled expertise to the evolving landscape of talent management and professional development.

Our founders bring with them extensive industry experience and their combined leadership ensures MGA remains at the forefront of executive education and human capital strategy. Most recently, Datuk Nora served as the Chief Human Capital Officer of Maybank, Malaysia's largest financial institution, for 16 years, while Professor Colyn led the Asian Banking School for nearly a decade, transforming it into ASEAN's largest provider of specialised banking training programmes.

At MGA, we empower organisations to mitigate risks and capitalise on growth opportunities through knowledge enhancement and strategic innovation. By offering a cohesive and comprehensive approach to talent management, we provide expert solutions through our Human Capital Advisory Services and leading-edge Learning and Development Programmes that include our exclusive Executive Education programmes with some of the best business schools in the world.

With a commitment to excellence, MGA aims to equip businesses across all industries from Malaysia and the ASEAN region with tailored strategies that drive long-term success and organisational resilience.

**Manaf Gardner Associates Sdn. Bhd.**  
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