LEADERSHIP & MANAGEMENT / PM-LEA-018

External Environment Analysis

COURSE OVERVIEW

This programme develops a working approach to external environment analysis in the context of management priorities and execution. Participants move from understanding the main concepts to examining a case, testing alternatives and explaining a practical recommendation. The three modules focus on pestel factors, scenario implications and strategic response. Examples are selected after the training brief so that they reflect the responsibilities and experience of the participant group.

LEARNING OBJECTIVES

1. Explain the role of pestel factors and identify the information required for a reliable assessment.

2. Use a structured worksheet to examine scenario implications and compare reasonable alternatives.

3. Identify assumptions, missing evidence and implementation concerns related to strategic response.

4. Prepare a decision brief with responsibilities and performance measures for discussion with a manager and team.

5. Translate the exercise into a workplace action plan with owners, review points and measurable progress.

WHO BENEFITS

Managers and supervisors: apply pestel factors to their responsibilities through a guided case and a course-specific worksheet. Team leaders and improvement coordinators: apply scenario implications to their responsibilities through a guided case and a course-specific worksheet. Strategy and operations professionals: apply strategic response to their responsibilities through a guided case and a course-specific worksheet.

DELIVERY AT A GLANCE

Indicative format: three learning days, one module per day. In-house and live online options. English or Arabic delivery is subject to a suitably qualified instructor. Shorter executive sessions may be scoped separately. Fees are quoted after the brief.

PRACTICAL LEARNING PLAN

Day 1: PESTEL factors

Map a current situation involving pestel factors; separate facts from assumptions and identify questions that need clarification.

Method: short concept discussion, guided worksheet, group comparison and instructor feedback.

Day 2: Scenario implications

Compare two approaches to scenario implications; explain the expected benefits, limitations and information gaps.

Method: short concept discussion, guided worksheet, group comparison and instructor feedback.

Day 3: Strategic response

Develop an action plan for strategic response; assign responsibilities and agree how results should be reviewed.

Method: short concept discussion, guided worksheet, group comparison and instructor feedback.

APPLIED EXERCISE

Working as a manager and team, participants receive a fictional workplace scenario with incomplete information. They identify evidence gaps, compare alternatives and prepare a decision brief with responsibilities and performance measures. Assessment focuses on reasoning, assumptions and a clear explanation of the proposed next step.

PARTICIPANT TAKEAWAYS

A completed case worksheet, a topic checklist and a personal workplace action plan. Materials are educational; no professional accreditation, licence or examination award is implied.

PROPOSED DELIVERY WINDOWS

These are indicative dates for expressions of interest, not confirmed events. No venue or instructor booking is represented. Each option requires a written quotation, suitable instructor, venue agreement and sufficient enrolment before confirmation. Do not make travel arrangements on the basis of this brochure.

Location / format	Start	End	Status
Muscat, Oman / In person	09 Nov 2026	11 Nov 2026	Proposed
Dubai, UAE / In person	14 Dec 2026	16 Dec 2026	Proposed
Live online / Online	18 Jan 2027	20 Jan 2027	Proposed

TAILORING THE PROGRAMME

Before delivery, agree the participant profile, priority problems, language, format, duration and expected outputs. Relevant examples can be adapted to energy and related sectors. Specialist legal, engineering, tax, certification or technical verification matters require appropriately qualified professionals under a separately agreed scope.

REQUEST AN OFFER

Share the course code, organisation, participant count, preferred delivery option and learning priorities. PetroMargin will clarify the brief before issuing a delivery proposal.

PetroMargin Commercial Advisory

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