



Universidad
de Navarra

Strategic Planning (Gr.Rel.Intern.-15) Global Business
Guía docente 2026-27

PRESENTATION

Strategic Planning provides advanced training in the principles, tools, and practical applications of strategy within the field of International Relations. The course equips students with analytical and decision-making skills necessary to design, implement, and evaluate strategies in complex and uncertain international environments.

The course integrates theoretical approaches to strategy with applied learning through case studies, simulations, and a final group project. It is particularly oriented toward students pursuing careers in diplomacy, international organizations, think tanks, strategic consulting, multinational corporations, and public policy.

Degree: Bachelor's Degree in International Relations

Year: 4th

Semester: 2nd]

Course Type: [Elective]

Language: English

ECTS : 3

Contact Hours: 28

Classes: Thursdays 15:30 Classroom M08 AMIGOS

Department: [International Relations /

Course Coordinator: Alvaro Banon

- **Email:** [Abanon@unav.es]

3. Competencies

3.1. Basic and General Competencies

- **CB1.** To demonstrate advanced knowledge and critical understanding of the field of study.
- **CG1.** Analytical and synthetic capacity applied to complex international issues.
- **CG2.** Critical thinking and strategic decision-making skills.
- **CG3.** Oral and written communication in academic and professional contexts.
- **CG4.** Teamwork and leadership skills.

3.2. Specific Competencies

- **CE1.** To analyze complex international strategic environments from a multidimensional perspective.
- **CE2.** To design strategic plans for public and private international actors.



- **CE3.** To assess risks, opportunities, and future scenarios in global contexts.
- **CE4.** To apply strategic analysis tools to real-world International Relations cases.

PROGRAM

Course Contents

Topic 1. Strategy and Strategic Planning

- Concept and evolution of strategy
- Strategic planning frameworks
- Strategy in International Relations

Topic 2. Strategic Thinking and Decision-Making

- Bounded rationality
- Uncertainty and complexity
- Cognitive biases in strategic decisions

Topic 3. Strategic Actors in the International System

- States and foreign policy
- International organizations
- Multinational corporations and non-state actors

Topic 4. Analysis of the International Environment

- Geopolitics and geoeconomics
- PESTLE analysis applied to International Relations

Topic 5. Internal Analysis and Strategic Capabilities

- Resources and capabilities
- Competitive advantage of international actors

Topic 6. Strategic Analysis Tools

- SWOT analysis
- Stakeholder analysis
- Power mapping

Topic 7. Risk Analysis and Scenario Planning

- Strategic risk assessment
- Scenario design
- Early warning systems

Topic 8. Strategy Formulation

- Strategic objectives
- Cooperative and competitive strategies
- Diplomacy, soft power, and coercion

Topic 9. Strategy Implementation and Evaluation

- Strategy execution
- Performance indicators
- Strategic evaluation and adjustment



Topic 10. Applied Strategy and Case Studies

- International case studies
- Strategic simulation / Final project

Teaching Methodology

The course uses a student#centered methodology combining theory and practice:

- Interactive lectures
- Case study analysis
- Group work
- Strategic simulations
- Oral presentations
- Guided debates

Assessment System

- CASES: 20%
- PARTICIPATION 20%

- **Final PRESENTATION:** 60%

OFFICE HOURS

- Professor Alvaro Banon (abanon@unav.es)
- Mondays and Wednesdays 8:30-10:30- Send an email before

Bibliography

Required Reading

- Freedman, L. *Strategy: A History*. Oxford University Press.
- Mintzberg, H. *The Rise and Fall of Strategic Planning*. Free Press.
- Porter, M. E. *Competitive Strategy*. Free Press.

Additional Reading

- Allison, G. *Essence of Decision*. Pearson.
- Nye, J. *Soft Power: The Means to Success in World Politics*. PublicAffairs.
- Hill, C. *International Business*. McGraw#Hill.