

IE-CHALLENGE

IE University

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Degree course: THIRD

Semester: 1º

Category: COMPULSORY

Number of credits: 6.0

Language: English

PREREQUISITES

Students should have already acquired some basic knowledge about entrepreneurship and innovation. Understanding how the Lean Startup, Customer Development, and Design Thinking methodologies work will help the student participate more effectively in group dynamics. In any case, the course is designed so that any student without notions of entrepreneurship and innovation can adequately participate in the IE Challenge.

SUBJECT DESCRIPTION

IE CHALLENGE is the final course in the IE Impact academic learning journey.

IE IMPACT is a multi-bachelor, multi-school mandatory academic program for all IEU students whose mission is to foster the skills, mindsets, and knowledge we at IE University believe our future graduates need to develop into leaders of positive change.

IE IMPACT includes three “pillar courses” in some of IE’s core values: the Humanities, Technology and Entrepreneurship. The IE Impact learning journey aims to help IEU students to develop:

- humanistic approaches to interpersonal relations, decision-making and critical thinking;
- familiarity with the technologies that are applied to solve some of the world’s greatest challenges; and
- entrepreneurial mindsets, know-how, and skills to identify and solve problems worth solving, and to create validated business models that enable solutions to be enduring and scalable.

The **IE CHALLENGE** is the culmination of the IE Impact learning journey, and its fourth and final course. Students in the IE Challenge will apply the skills, knowledge, and mindsets they began to develop during the three pillar courses, and through their hands-on work they will deepen their learning development related to IE's core value of **Diversity**. In the IE Challenge, IEU students will be placed in diverse teams with team members from other backgrounds, degrees, demeanors, etc. Each team will explore and innovate solutions for real-world challenges that are posed to them by startups or enterprises whose business models are driven by sustainability. By working directly in teams to support these enterprises to increase or scale their positive impact related to sustainability, IEU students will deepen their individual development as leaders of positive change.

Upon the successful completion of the IE Challenge, students will receive a certificate that demonstrates their participation in this rigorous program, which they will be encouraged to save and share as part of their portfolio of accomplishments to demonstrate their hard and soft skills.

OBJECTIVES AND SKILLS

Upon the completion of this course, students will meet the following objectives:

- Address and resolve challenges of organizations whose missions seek to generate a positive impact on society
- Analyze and understand the needs of groups immersed in complex contexts to meet the Sustainable Development Goals
- Identify problems or challenges facing society that must be solved.
- Ideate and validate solutions to the problems or challenges identified that must be solved.
- Design and execute a methodology based on an Entrepreneurial Mindset
- Present in front of an audience the proposal
- Work efficiently in diverse teams.

METHODOLOGY

Students will be placed into diverse teams and these teams will work together for the entire semester. Student teams will work as Innovation Consultants for real-world clients, who are the founders or directors of startups/enterprises whose businesses are driven by sustainability. During the first class session, students will be briefed on who their client is and what the challenge is that they will work on all semester.

Student teams will work with different stakeholders over the course of the semester. Teams will work together with their primary Professor (also known as the Design Thinking Facilitator) who will work with them almost weekly in Design Thinking workshops and coaching sessions. Teams will also work in conjunction with a Client Relationship Moderator who will be the person who attends each of the three virtual client check-ins during the semester.

Every team in one IE Challenge section (class) will work with the same client and on the same challenge. IE Challenge Innovation Consultant Teams will be posed with a challenge by the client and then each team will work independently to resolve the challenge. Therefore, if there are six teams in one class, it is very possible that six different solutions to the challenge be presented to the client at the end of the semester, as each team ideates their own proposal.

The IE Challenge will facilitate the students understanding of the complexities of the environment that surrounds them, the real challenges faced by enterprises whose aims are driven by sustainability, and the market uncertainty in which they operate. Teams, right from the start of the semester, will have to roll up their sleeves and engage directly with customer segments and/or users related to the challenge. Teams, guided by experts in entrepreneurship and innovation, will follow an innovation journey using Design Thinking and Lean Startup methodologies to channel learning and progress during the project.

All students in the IE Challenge will be called upon to apply the skills, mindsets and knowledge they have been developing in previous courses to explore and devise innovative proposals for their clients.

The work the teams will be developing is divided into 4 main stages: (1) Exploration, (2) Definition, (3) Ideation / Prototyping, and (4) Business Model and Go-to-market strategy.

The IE Challenge will consist weekly of a mix of practical workshops and coaching sessions with the section's main Professor/Facilitator in Design Thinking, and also with virtual check-ins with the teams' client to share progress and receive feedback, in which the Client Relationship Moderators will support student teams.

Teams will receive asynchronous training about how to manage client relationships and also about how to prepare and deliver their final proposals in a final pitch/presentation. Teamwork is integral to innovation and entrepreneurship projects and throughout the challenge the students will work on activities to strengthen their high performing teams and leverage the diversity and creativity of their members. These skills will serve students in future professional ventures and pursuits.

Finally, teams will pitch their proposals to a jury that consists of their client and IEU faculty.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	3.33 %	5 hours
Discussions	10.0 %	15 hours
Exercises	3.33 %	5 hours
Group work	80.0 %	120 hours
Other individual studying	3.33 %	5 hours
TOTAL	100.0 %	150 hours

PROGRAM

SESSIONS 1 - 2 (LIVE IN-PERSON)

KICK-OFF SESSION. Client and Challenge briefing. Teambuilding activity.

IE Challenge will begin its journey with this double session.

During the first session, the IE Impact learning journey will be discussed and the IE Challenge will be explained in detail to explain the methodology, stakeholders and each of their roles, and expectations. Teams will be briefed on the client for whom they will all work during the semester, and the challenge will be presented.

During the second session students will begin to lay the foundations for high performing teams through a series of dynamic activities and targeted team challenges. They will set expectations and align on team goals.

SESSION 3 (ASYNCHRONOUS)

Client management

During this asynchronous session, teams will understand the principles of how to deal with a client in a consulting project. Teams will have to develop certain activities on their own before the beginning of the first workshop.

SESSIONS 4 - 5 (LIVE IN-PERSON)

WORKSHOP: Research strategy

During this workshop, the facilitator will explain the innovation process that will be followed. The teams will start working on their project starting their research strategy.

SESSIONS 6 - 7 (LIVE IN-PERSON)

COACHING SESSION: Research Process

During this session, one coach will meet individually with each team to:

- Support teams to develop an effective and fact-based exploration strategy.
- Review the stakeholders' map, interview questionnaires, and research strategy.
- Push teams to talk to strangers in order to collect objective facts.

SESSIONS 8 - 9 (LIVE IN-PERSON)

WORKSHOP: Making sense of data

During this workshop, the facilitator will help teams to analyze the information from primary research activities to identify areas of opportunity.

Once the opportunity is identified, there will be a zoom-in on the exploration of the specific segment on which to continue exploring.

SESSIONS 10 - 11 (LIVE IN-PERSON)

COACHING SESSION: Problem and Customer Analysis

This coaching session will help the teams consolidate their knowledge of the problem and the customer. This information must be presented to the client in the next session.

SESSIONS 12 - 13 (LIVE ONLINE)

CLIENT CHECK-IN: Problem and Customer

During this meeting, teams will share with the client key facts collected during the research stage, first discoveries/learnings about the problem, and the target user. The client will provide feedback.

SESSIONS 14 - 15 (LIVE IN-PERSON)

WORKSHOP: Ideation and Testing

This workshop will help teams to consolidate all the research to identify key insights and generate ideas. These ideas will be transformed into MVPs to start the testing process.

SESSIONS 16 - 17 (LIVE IN-PERSON)

COACHING SESSION: Ideation and Testing

Teams will share their solutions and tests to receive feedback from the coach. After this session, teams will have to continue conducting tests regarding their MVP.

SESSIONS 18 - 19 (LIVE ONLINE)

CLIENT CHECK-IN: Testing process

Teams will share the features of their MVP and the results of the tests they are conducting to learn from the market and iterate their solutions. The client will provide feedback.

SESSIONS 20 - 21 (LIVE IN-PERSON)

WORKSHOP: Business Model and go-to-market strategy

During this workshop students will:

- Understand the need to develop a business model and the relationship of each of its parts
- Understand the use of the Business Model Canvas tool
- Correctly build a BMC and define a validation strategy for it
- Craft a first go-to-market strategy for their solutions

SESSIONS 22 - 23 (LIVE IN-PERSON)

COACHING SESSION: Business Model and go-to-market strategy

During this session, each team will share their validated Business Model canvas. Teams should provide a preliminary go-to-market strategy that will be shared with the client during the next session.

SESSIONS 24 - 25 (LIVE ONLINE)

CLIENT CHECK-IN: Business Model and go-to-market strategy

Teams will share their MVP, business model canvas, and go-to-market strategy with the startup in order to collect feedback.

SESSION 26 (ASYNCHRONOUS)

Pitching skills session

During this session, students will discover how to deliver persuasive presentations that can transmit the true impact of their work to clients. They will look at best practices in areas such as structure, story, non verbal communication and professionalism. They will look back to the client management best practices early on in the challenge to identify how to really connect with their target audiences in this pitch.

SESSIONS 27 - 28 (LIVE IN-PERSON)

COACHING SESSION: Pitch

In this final session, each team will share the presentation with the facilitator/coach to get feedback and refine it.

SESSIONS 29 - 30 (LIVE IN-PERSON)

FINAL EXAM: Final Presentation

During this double session, each team will present their proposal in front of a jury that will include IEU faculty and the client.

EVALUATION CRITERIA

Criteria	Percentage	Comments
Group project report and deliverables	30 %	Evaluated by faculty
Final presentation	20 %	Evaluated by judging panel

Participation and contribution	35 %	Evaluated by faculty
Individual contribution to the project and team members evaluation	15 %	Evaluated by students

ATTENDANCE POLICY

Attendance to IE Challenge sessions is essential and just like any other IEU academic course all students must follow IEU's Attendance Policy.

The IE Challenge has a very particular methodology, and it requires dedication to one's team, one's client and one's challenge; and it also requires active participation both during class sessions and beyond. Therefore, attendance and participation are essential. Keep in mind that the IE Challenge sessions, with the exception of the client check-ins, are designed to be live in-person and students who attend online (with or without authorization) may disrupt the dynamic of the workshops, coaching sessions and other in-person activities to the detriment of their team-members who are in-person.

Students are advised to take into account that the great majority of the IE Challenge sessions are double sessions; therefore, if a student is absent on a day there are 2 sessions scheduled, the student will be marked absent for the 2 corresponding sessions.

As per IE University policy, every student must attend at least 70% of sessions. The IEU attendance policy applies to any type of session: live in-person sessions on campus, asynchronous sessions, or live-online as stipulated in the syllabus. Students attending less than 70% of sessions will be graded with a FAIL for the course. This FAIL will apply to the ordinary and the extraordinary calls of the current academic year.

In the case of the IE Challenge, a 30 session course, IEU's attendance policy means that if a student has more than 9 absences, s/he will FAIL and will have to re-enroll (paying all required fees) and retake the IE Challenge again in the next academic year. (See the Resit/Retake policy in the syllabus).

For live in-person sessions, students will be marked absent if:

- they attend an in-person session via Zoom, or any remote format;
- they do not attend the session in-person or in any mode;
- they attend virtually a live in-person session, for which they received an authorized attendance waiver to attend the session online, but they do not have their camera turned on,
- they are not engaged, and they are not seated without distraction during the entire class session.
- PLEASE NOTE: in the IE Challenge, there are 5 double sessions scheduled for team coaching with the team's professor. If a student is absent for one of these coaching sessions (including the criteria for absence listed above), the student will be marked absent for 2 full sessions, regardless of the duration of the time the student/team is scheduled to meet with the professor for coaching.

For asynchronous sessions, students will be marked absent if:

- they do not engage and complete the work expected of them in the asynchronous sessions.

For live-online sessions, students will be marked absent if:

- they attend a previously scheduled live-online session, but they do not have their camera turned on, they are not engaged, and they are not seated without distraction during the entire class session.

PLEASE NOTE: in the IE Challenge, there are 3 double sessions scheduled for (online) Client Check-ins. These double sessions total 6 full sessions. If a student is absent from one Client Check-in (including the criteria for absence listed above), the student will be marked absent for 2 full sessions, regardless of the duration of the time the student/team is scheduled to meet with the client.

Attendance waivers

Under exceptional circumstances (serious health problems, visa delays, and travel restrictions), a student can ask for a temporary attendance waiver and may be allowed to attend online (or not in any format) and not have his/her 70% attendance affected. For this to be possible, a written and documented request must be made in advance to the IE Impact/IE Challenge Program Management Team. Students must email iechallenge@ie.edu with the request and any related documentation. Last minute changes in attendance or verbal request will not be considered. If the request is approved, an attendance waiver will be granted over one or more sessions and the allowed 30% will only be applied to other absences (without an authorized waiver).

Rules for online attendance (when authorized or when stipulated in syllabus)

Any student who receives (or expects to receive) authorization for an attendance waiver to attend a live in-person session online (via Zoom) or any student who attends a previously scheduled live-online session online (zoom) must meet the following criteria to be marked present: must have his/her camera on at ALL times, must be actively engaged during the entire class session and with any and all team-work, and must be located in an appropriate learning environment (e.g. student must be seated and free of distractions for the entire session).

Use of the 30% absences

No sessions or activities may be "skipped". If a student is under the impression that s/he can skip up to 30% of the IE Challenge sessions, this is a mistake. The 30% "rule" is reserved for those circumstances that are out of a student's control. Personal trips, interviews, appointments, mild illnesses, family celebrations or ceremonies, or other personal matters will not be treated as exceptional cases and should be considered part of the 30% of allowed absences.

Attending online but still absent

Students, who do not have an authorized attendance waiver, are allowed to attend a class session online, however they must understand that they will be marked absent, and their participation grade may be influenced negatively by a high percentage of absences during the semester.

Role of Professors in Attendance

Professors and Client Relationship Moderators are responsible for recording attendance; however, they have no authority to grant any student permission to have an excused absence of any kind (or to change the format of how a student will attend a session).

Any inquiries or requests must be made by the student to the IE Challenge Program Team via email iechallenge@ie.edu

Professors are instructed to mark as ABSENT:

- students who do not attend a session in its previously scheduled format
- students who attend a session in a different format (online) than what was previously scheduled (i.e. they attend online instead of in-person).
- students who attend a previously scheduled online session (or a session they were previously authorized to attend online) but do not have their cameras on, engage actively or stay seated in an environment free of distractions for the entire session.
- students who do not complete the work adequately assigned for an asynchronous session.

If a student receives authorization for an attendance waiver and the student was already marked absent, the professor will be informed and the attendance record will be modified from absent to whatever is authorized (present, excused, etc).

Authorization for Attendance Waiver from a Student's Bachelor Program

If a student has received authorization for an attendance waiver from his/her bachelor degree's program to be absent (from any format of class) or to attend a live in-person session online (via Zoom), then the student must forward the email authorization to the IE Challenge Team (iechallenge@ie.edu) and it will be verified. Upon verification, the professor will be informed to either not record a student as absent or to change a previous attendance record from absent to present, excused, etc.

PARTICIPATION

Active participation in the sessions (workshops, coaching, asynchronous and client check-ins) is essential for students to achieve the learning objectives established for the IE Challenge.

Moreover, active participation of each and every student in the IE Challenge is essential when it comes to teamwork. Teams are required to work together to manage, execute and monitor the tasks and deliverables expected of each team weekly. Part of the learning journey of the IE Impact and the IE Challenge is working in diverse teams.

"Free-riding" (any student who does not take an active role in contributing to the progress and completion of the work expected of each team weekly and who allows the work to be done by others) will be monitored and evaluated accordingly. Any student who is having difficulty in developing the skills, mindsets and know-how necessary to contribute actively to his/her team, should email iechallenge@ie.edu to request additional support so that the IE Challenge team can help those students who want to do better but may be unclear about how to do better on their own.

Likewise, any student who thinks that his/her team may need extra support in terms of team management should also reach out to iechallenge@ie.edu to discuss options and redirect team dynamics, if necessary.

RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.) The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on your performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects, and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.

Re-takers: Students who failed the subject in a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

PROFESSOR BIO

Professor: **DANIEL SORIANO HERNÁNDEZ**

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Professor DANIEL SORIANO HERNÁNDEZ

Director of the Entrepreneurship & Innovation Center and Adjunct Professor of Entrepreneurship, IE Business School

Director of the Entrepreneurship & Innovation Center and Adjunct Professor of Entrepreneurship, IE Business School. Trainer and Coach of Corporate Innovation Projects in Corporations at Headspring Executive Development (Joint Venture between IE and Financial Times). He is member of a Tech and Digital investment committee for 3 different venture capital instruments at Caixa Capital Risc. The venture capital instruments invest in startups in different stages, from early stage to Series A (50.000€ - 3.000.000€). Additionally, Daniel is member of the Academic Council at MOTI (Madrid Internet of Things Institute), he is trainer in Design Thinking and Lean Startup methodologies as well as Pitch Coach for start-ups for international investor forums.

As Director of several leader competitions for innovative technology start-ups, he has been in touch with the experience-based entrepreneurial opportunity identification, feasibility analysis and fundraising. He has also been responsible for managing professional advisory services to new technology-based companies where he was able to identify the needs of newly established firms with a high technological component.

On the academic level, he is a professor of Entrepreneurial Management at IE Business School MBA Programs, and also specific programs for technology-based entrepreneurs, aimed at both start-ups and to SMEs with growth projects. He mentors intrapreneurship projects in large firms from different countries and sectors, such as banking, energy, distribution, construction, IT, pharma and retail.

Professor Soriano obtained the IE Business School MBA degree, he studied Economics and Innovation Management at UPM, UCM y UAM and he is a Computer Science engineer at UPM. He participated in the European Entrepreneurship Colloquium organized by European Forum for Entrepreneurship Research (EFER).

His interests are focused on start-ups, corporate innovation, venture capital and design thinking.

Professor: **PROFESOR CONFERENCIANTE**

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OTHER INFORMATION

OFFICE HOURS AND CONTACT INFORMATION

If you wish to schedule a chat or meeting email me in advance, please.

Email: dsoriano@faculty.ie.edu

CODE OF CONDUCT IN CLASS

1. Be on time: Students arriving more than 5 minutes late will be marked as "Absent".

Only students that notify in advance in writing that they will be late for a specific session might be granted an exception (to the discretion of the professor).

2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.

3. Don't leave the room during the lecture: Students are not allowed to leave the room during the lecture. If a student leaves the room during the lecture, he/she will not be allowed to re-enter and, therefore, will be marked as "Absent".

Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. Do not engage in side conversations. As a sign of respect toward the person presenting the lecture (the professor as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your professor after class.

If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as "Absent".

5. Use your laptop for course-related purposes only. The use of laptops during the lectures should be authorized by the professor. The use of Facebook, Twitter (any social media or apps of any kind) or accessing any type of content not related to the lecture is strictly forbidden and will be penalized. The student will be asked to leave the room and, consequently, will be marked as "Absent".

6. No mobile phones: IE University implements a "Phone-free Classroom" policy and, therefore, the use of phones, tablets, etc. is forbidden inside your classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one Absence.

7. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as "Absent." IE University implements an "escalation policy": The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issue will entail 5 absences.