

FINAL INTEGRATIVE EXERCISE_FINAL CHALLENGE

Nº OF SESSIONS: 10

DESCRIPTION AND OBJECTIVES

The FIE consists of the development, presentation, and defense of an original work required of all IMBA students in order to graduate. During this exercise, conducted during the concluding phase of the program, students will have the chance to apply everything they have learned to a complex business case.

Participating in the **Final Challenge** as the Final Integrative Exercise involves taking on a business challenge presented in a case format, conducting an in-depth analysis of the situation and giving recommendations based on the information provided, with the guidance and support from an IE Academic Mentor.

LEARNING OBJECTIVES

The objective of the Final Integrative Exercise_Final Challenge is for students to put into practice the MBA toolkit, knowledge, and experience acquired throughout the IMBA program and demonstrate their aptitude through a final project, the culmination of their master. After the completion of the FIE, students should be able to:

- Continue developing a critical and analytical spirit that favors the development of an independent project.
- Implement and integrate the knowledge acquired during the MBA.
- Choose and apply suitable frameworks for problem solving.
- Understand, analyze, and adequately use sector sources and data as appropriate.
- Apply the different research methods, procedures for formulating and testing hypotheses, and the interpretation of results.
- Communicate orally and in writing, with consistent and clear arguments, the results of research conducted and subsequent practical recommendations.

METHODOLOGY

The **Final Challenge** is developed through:

- group work & mentoring sessions
- knowledge pills
- final presentation

Group Work & Mentoring Sessions: students will form teams of 3 to 5 students before the project begins and will be assigned an IE professor as an Academic Mentor to ensure appropriate progress, support, supervision and guidance during the development of the case. It is the students responsibility to reach out to the assigned Academic Mentor and make the arrangements for the mentoring sessions. This professor will tutor the students team across the project and will evaluate the Final Challenge learning process. Even if the students work in teams, each team member will receive an individual evaluation in accordance with their performance.

The knowledge pills: address the latest in business thinking, through an integrated program consisting of a selection of more than 40 courses among which each student needs to complete at least one. These online courses summarize critical ideas and advice on essential management topics such as leading teams, project management, strategic thinking, accounting, business ethics, entrepreneurship, finance, general management,

human resource management, marketing, negotiation, operations management, organizational behavior, service management and strategy.

The Final Presentation: the students' work will be evaluated by a jury composed by three IE professors during the final presentation of their analysis and recommendations.

WORK PREPARATION

While the knowledge pills are asynchronous, students are responsible for organizing their own individual and collective work times and spaces, as well as the mentoring sessions with their Academic Mentor.

EVALUATION CRITERIA

Attendance and participation are per normal IMBA policy.

- **Knowledge pill:** to formally complete this course all students must individually:
 - Finish 100% of the lessons of 1 course among the 40 available courses on the platform
 - Earn 70% assessment passing score
- **Mentoring evaluation:** the faculty mentor will evaluate the overall dedication to the process of developing the exercise including appropriate use of AI by assessing:
 - interaction
 - diligence
 - responsiveness & organization
 - listening and persuading
- **Written Report:**
 - overall quality and rigor of the analysis
 - coherence, feasibility, and credibility of the proposed solution
 - realism of assumptions and expected impact
 - consideration of key risks and uncertainties
 - responsible use of ai and quality of sources
 - clarity, consistency, and sustainability of the overall proposal
- **The Final Challenge Presentation evaluation:** the panel will be comprised of three assigned IE professors. The panel will evaluate the presentation with regards to:
 - knowledge and comprehension
 - presentation skills
 - quality of answers to questions from the panel

SUBMISSION OF DELIVERABLES

- **Executive Summary + Written Report and Presentation:** Each group will submit before the date Program Direction will confirm, the Written Report (PDF or PPT format) and the Presentation (PDF or PPT format) under the corresponding assignments in Blackboard.
- **Final Presentation:** the students will:
 - present their work and recommendations (15 minutes).
 - entertain questions from the jury (5 minutes).
 - all team members must present.
 - the presentation will be in English.
- **Knowledge Pills.** Each student must submit the Harvard manage mentor course **completion certificate** in Blackboard, under the corresponding assignment.

DELIVERABLES' FORMAT

- **Written Report:** Min. 10 pages, Max. 20 pages (not counting appendices), 1.0 spacing, 12-point Times New Roman font, double sided, with proper citation.

- **Ethics Statement:** The cover page of the Written Report must contain the following statement:
This project has been developed in line with the course syllabus and evaluation rubric on the responsible use of Artificial Intelligence (AI). Any use of AI has been transparent, appropriate, and critically assessed, with full team ownership of all content and verifiable sources.
- **Final Presentation:** There is no minimum or maximum number of slides required in the presentation, but students must observe the 15-minute time allotment for the presentation.

EVALUATION METHOD

The student will receive a numerical grade for the Final Challenge that will count towards the final grade point average (GPA). The breakdown of the evaluation is as follows:

Process:

I. Knowledge Pill	10%
II. Mentoring evaluations assessed by the faculty mentor	30%
III. Written Report assessed by the faculty tutor:	20%

Presentation:

IV. Final Presentation assessed by jury members:	40%
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PROGRAM

SESSION 1: Final Integrative Exercise info session. Three types of exercises

SESSION 2-6: Weekly / bi-weekly touchpoints with the academic mentor

SESSION 7-9: Knowledge Pills.

SESSION 10: Final Presentation

Use of AI

Students are **encouraged to use Artificial Intelligence (AI)** proactively **as a support** tool throughout the Final Integrative Exercise, particularly to enhance research, structure analysis, test assumptions, explore alternatives, and improve the clarity and quality of deliverables. AI use must be transparent, appropriate, and critically assessed. AI should enhance, never replace student analysis, judgment, and decision-making. Students are required to disclose how AI has been used (purpose, tools, and prompts), ensure the accuracy and verifiability of all content and sources, and demonstrate full ownership of all outputs. During mentoring sessions and evaluations, students must be able to explain, justify, and critically discuss any AI-assisted work and adapt it based on feedback. Uncritical, opaque, or inappropriate use of AI, particularly where it substitutes original thinking, may negatively impact assessment across mentoring, written deliverables, and the final presentation.

Students must transparently disclose AI use both within the report where it materially informs analysis or outputs, and in a dedicated appendix summarizing tools used, purposes, prompts, AI generated answers and the student's critical judgment over AI-generated content.

Professor Prerogatives

All students must meet the participation requirements in the sessions prior to the presentation and must participate in the presentation itself. Failure to participate in the presentation will result in an automatic fail for the student.

Failing the Final Challenge

The following circumstances will lead to failing the Final Challenge:

- Breach of the rules on attendance to mentorships or other educational activities required by the professor, following the 70% minimum attendance as per IE's attendance policy.
- Non-delivery of the written report and supporting documentation on time and under the established

conditions without cause duly substantiated (this implies a grade of “0”).

- The written report alone does not reach a minimum grade of 2 (on a scale of 1 to 5), even if the overall grade counting all other aspects is above 2.
- The Presentation alone does not reach a minimum grade of 2 (on a scale of 1 to 5), even if the overall grade counting all other aspects is above 2.
- Non-appearance before the evaluating panel at the requested time, unless otherwise decided by such panel for duly justified reasons.
- Not presenting during the final presentation. All students must actively take part in the presentation.
- The overall grade of both components (Process and Presentation) is less than 1.5 out of 5.

Review Session and Grade Appeal

After FIE grades are published, a student may request further details regarding the evaluation of his or her performance. Such a request should be made formally by all members of the group in unison to the Program Director, who will provide the feedback.

After receiving feedback, the student/group may request a review session with the Examining Board Secretary. During the review session, if a student/group does not agree with a section of the grade, the Examining Board Secretary may review all of their work and adjust the final grade accordingly (either up or down).

If, after the review session, the student/group is not satisfied, they may appeal to the Vice Dean of the program – within a maximum period of 3 days after the review session. The arguments that support the appeal must be submitted in writing using the “Grade Appeal Form – Final Exam”, which will be provided by the Program Management Team.

FIE failing grade and reassessment

When a student receives a Fail in the FIE, he/she has the opportunity to take a reassessment in order to earn the necessary credits for graduation. The content of the reassessment will be determined by the Vice-Dean of the program.

The reassessment may be written work or an oral test to verify that the student has acquired the skills, abilities and technical knowledge required in the curriculum, and the ability to analyze a complex problem and formulate an appropriate strategy to tackle it.

This test may be done in person or by videoconference if the student is abroad. The grading resulting from said reassessment will be limited to a Low Pass or Fail. This means that if a student passes the reassessment, he/she cannot receive a higher grade than a Low Pass. Both grades, a Fail in the subject as well as the grade obtained in the reassessment, will appear on the student’s grade transcript. For the calculation of the GPA, however, only the reassessment score will be taken into account. Students who receive a Fail at the final exam reassessment cannot graduate.

The reassessment will take place between 5 and 10 working days after the date of the review session. If the reassessment takes place after the graduation ceremony or the results have not been published before the graduation ceremony, the student may attend the ceremony and receive a provisional certificate indicating that his/her graduation is conditional on the result of the reassessment.