



MEMOS XXIV

September 2021 – September 2022

In English

MEMOS XXIV was due to be organized in 2020-2021. Due to COVID-19 Pandemic, the program was postponed to 2021-2022.

The delivery of the program (in-person, online or a combination of both) will be determined according to the evolution of the Pandemic and vaccination process.

The MEMOS programme in English is based on four face-to-face education and training sessions. Each of the first three sessions follows the same nine-day format from Monday to Tuesday (one week later). All participants must arrive on the Sunday before the start of the session and leave on the Wednesday after the end of the session. Lectures, group work and other learning activities are held all day (9 am to 6 pm) and frequently in the evenings from Monday to Thursday (during the first week) and from Sunday (afternoon) to Tuesday of the second week, with the research module taking place in between.

Each module is led by MEMOS Professors and also involves participant presentations, discussions, activities and both group and individual assessment tasks¹.

While all teaching modules are delivered in distinct blocks, the research methods module is taught on Friday and Saturday of each of the first three sessions, together with lectures and coaching with tutors, and presentations by participants to demonstrate progress on their individual research projects.

The research module culminates in the fourth session which is dedicated to the defense of the projects in front of a jury and each participant delivering a public presentation. This is followed by a graduation ceremony.

All sessions (and modules) are supported by lecture notes and other reading materials.

For more information: <https://memos.degree>

Deadline for candidatures

Candidatures need to be submitted prior to June 15, 2021, as requested on the candidature form <https://memos.degree>

Candidatures submitted in 2020 will be considered along with the ones submitted up until 15 June 2021.

¹ During the teaching periods participants are requested to refrain from accessing their emails, sms, and attend to urgent issues only outside of the classroom to avoid distracting other participants.

Session 1

**SUN 05 September 2021 (arrival) –WED 15 September 2021 (departure)
Lausanne (Switzerland)**

Institut de hautes études en administration publique (IDHEAP)

Module 1

Strategic Management and Governance, Performance and Risk Management

Main lecturers:

- Prof. Mathieu Winand, LUNEX International University of Health, Exercise & Sports, Luxembourg
- Dr Donald Rukare, President, NOC of Uganda

Main topics:

- Governance of Olympic sport organizations
- Strategic management tools and principles
- Risk management
- Values and ethics in Olympic sports organizations
- Strategic processes in Olympic sport organizations

Module 2

Financial Management

Main lecturers:

- Prof. Francesc Solanellas, Institut Nacional d'Educació Física de Catalunya Barcelona (INEFC)
- Ms. Lee Frew, business and finance consultant, New Zealand

Main topics:

- Understanding the importance of financial management in the sports organization
- Developing the ability to read a set of financial accounts
- Understanding and being able to communicate the basic tools of financial analysis (profit and loss statement, balance sheet, budget and finance control)

Session 2

SUN 23 January 2022 (arrival) – WED 02 February 2022 (departure)

Dubai (United Arab Emirates)

United Arab Emirates Olympic Committee

Module 3

Human Resources Management and Leadership

Main lecturers:

- Prof. Tracy Taylor, College of Business and Law, RMIT University, Melbourne, Australia
- Mr Martijn van Westerhop, performance coach and consultant, the Netherlands

Main topics:

- Leadership and decision making
- Managing people - volunteers and paid workers
- Recruitment, selection, training and development, performance management
- Managing and valuing diversity
- Change management

Module 4

Communication and (Social) Media Management

Main lecturers:

- Mrs. Eline Andersen, Sport Event Denmark
- Prof. Ann Pegoraro, Gordon S. Lang School of Business and Economics, University of Guelph, Canada

Main topics:

- The role and impact of strategic communication in sports organizations
- Social Media as part of the strategic communication

Including:

- Activating strategic communication in crisis situations
- Online reputation management
- IOC blogging guidelines, legal aspects & online advertising

Session 3

SUN 24 April 2022 (arrival) – WED 04 May 2022 (departure)

Pristina (Kosovo)

Kosovo Olympic Committee

Module 5

Marketing Management

Main lecturers:

- Prof. Alain Ferrand, University of Poitiers, France
- Mr. Luigino Torrigiani, Sports Marketing Consultant, Switzerland

Main topics:

- Marketing challenges for Olympic sport organizations
- Creating value for the Olympic sport organizations and its stakeholders
- Creating, building & managing sport organizations brands
- Managing sport sponsorship
- Improving people life with sport: Marketing social change

Module 6

Project and Event Management

Main lecturers:

- Prof. Milena Parent, University of Ottawa, School of Human Kinetics, Canada
- Prof. Martin Schnitzer, University of Innsbruck, Department of Sport Sciences, Austria

Main topics:

- Project management framework
- Opportunity and bid procedures
- Organizing committee: planning, marketing, financing
- Organizing sports events: functional areas, operationalization, and implementation
- Event wrap-up, evaluation, and legacies

MEMOS Project

Coordinator

- Prof. Leigh Robinson, Cardiff Metropolitan University, United Kingdom
with twelve tutors from participating universities (see last page of main brochure)

Main topics:

- The nature of MEMOS projects
- Approach and use of literature reviews
- Methodologies for MEMOS projects
- Presenting the evidence.

All MEMOS XXIV participants are required to conduct an individual project during their study year (September 2021 - September 2022). In principle, their project deals with the management of, and performance improvement in the participant's sport organization. The project topic must be discussed with the sport organization and specified in the candidature form. A tutor is assigned to each participant who coaches him or her during two days of sessions 1 to 3. Between the teaching blocks, participants and tutors maintain close contact by e-mail and telephone/skype. The project topic should be fully confirmed at the end of the first session. The final version of the project report must be sent one month before the:

Project defense in Lausanne

TUE 06 September 2022 (arrival) – SAT 10 September 2022 (departure)

Lausanne (Switzerland)

Institut de hautes études en administration publique (IDHEAP)