



## MEMOS XXV in English (Revised programme)

August 2022 – September 2023

The MEMOS programme in English is based on four face-to-face education and training sessions, combined with online asynchronous activities. Each of the first three sessions follows a similar format beginning with online activities followed by in-person residential teaching/tutoring from Monday to Monday/Tuesday (one week later). For the in-person teaching/tutoring, all participants must arrive on the Sunday before the start of the session and leave after the end of the session the following week. Lectures, group work and other learning activities are held all day (9 am to 6 pm) and on occasion in the evenings, with the research/project module taking place in between.

Each module is led by MEMOS Professors, in close cooperation with leaders and professionals of international sport, and also involves participant presentations, discussions, activities (in-person and online) and both group and individual assessment tasks<sup>1</sup>. The modules will begin with online asynchronous activities (lecture videos, readings, pre-module assignments) equivalent to 8 hours of learner engagement, using the University of Ottawa's Brightspace platform.

While all teaching modules are delivered in distinct blocks, the research/project module is taught in between modules 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/project module culminates in the fourth session which is dedicated to the defense of the projects in front of a jury and each validated participant delivering a public presentation. This is followed by a graduation ceremony.

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

### **Deadline for candidatures**

Candidatures need to be submitted prior to **June 24, 2022**, as requested on the candidature form\_ <https://memos.degree/candidature/>

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<sup>1</sup> 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**

## **Online session: Mid-august**

Online asynchronous activities related to Module 1 & 2 and MEMOS Research Project, to be completed prior the in-person session

## **In-person session: SUN 04 September 2022 (arrival) –WED 14 September 2022 (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

### **MEMOS Research Project Module A**

**Main lecturers**

- Prof. Leigh Robinson and MEMOS Tutors

Main Topics

- Familiarize yourself with Brightspace
- Understand the need for research and the components of a research project
- Develop focused research objectives/questions that will guide your project
- Be aware of the issues surrounding the ethics of carrying out research
- Presentations by participants

### **Module 2**

#### **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

## **Session 2**

### **Online session: Early January**

Online asynchronous activities related to Module 3 and MEMOS Research Project, to be completed prior the in-person session

### **In-person session: SUN 05 February 2023 (arrival) – MON 13 February 2023 (departure)**

#### **Rio de Janeiro (Brazil)**

Brazilian Olympic Committee

### **Module 3**

#### **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

### **MEMOS Research Project Module B**

#### **Main lecturers**

- Prof. Leigh Robinson and MEMOS Tutors

Main Topics

- Understand current research and thinking on the issue you have chosen
- See how the problem/issue has been addressed in other organisations
- Helps develop an argument for the need to carry out your research
- Understand the strategies for collecting data
- Understand the main tools for collecting data
- Presentations by participants

## **Session 3**

### **Online session: Mid-April**

Online asynchronous activities related to Module 4 & 5 and MEMOS Research Project, to be completed prior the in-person session

### **In-person session: SUN 23 April 2023 (arrival) – TUE 02 May 2023 (departure)**

#### **Olympia (Greece)**

International Olympic Academy

## **Module 4**

### **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)

## **MEMOS Research Project Module C**

**Main lecturers**

- Prof. Leigh Robinson

Main Topics

- Analyzing and interpreting data
- Presenting the evidence
- Presentations by participants

## **Module 5**

### **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

## **Session 4**

### **MEMOS Research Project Module D - Project defense**

**In-Person : TUE 05 September 2023 (arrival) – SAT 09 September 2023 (departure)**

**Lausanne (Switzerland)**

International Olympic Committee

#### **MEMOS Research Project**

Coordinator

- Prof. Leigh Robinson, Cardiff Metropolitan University, United Kingdom  
with twelve tutors from participating universities:
  
- Jean-Loup Chappelet: Institut des Hautes Etudes en Administration Publique (IDHEAP) –  
Université de Lausanne (Suisse)
- Lisa Delpy: Georges Washington University (United States of America)
- Donald Rukare, President, NOC of Uganda
- Alain Ferrand: Université de Poitiers (France)
- Ian Henry : University of Loughborough (United Kingdom)
- Mathieu Winand, LUNEX University, Luxembourg
- Mireia Lizandra, Temple University Philadelphia (United States of America)
- Milena Parent : University of Ottawa (Canada)
- Benoît Seguin: University of Ottawa (Canada)
- Francesc Solanellas: Institut Nacional d'Educació Física de Catalunya (Spain)
- Tracy Taylor : University of Technology Sydney (Australia)
- Luc Vandeputte: Université Libre de Bruxelles (Belgium)
- Thierry Zintz: Université Catholique de Louvain (Belgium)

All MEMOS XXV participants are required to conduct an individual project during their study year (August 2022 - September 2023). In principle, their project deals with the management of, and performance improvement in the participant's sport organization, including the current challenges encountered by their organisation. The project topic must be discussed with the sport organization and specified in the candidature form.

There will be 2 or 3 online courses on athlete safeguarding/social media/ethics – to be done when participants are able to do so, and certificates of completion must be submitted with their project to qualify for their 'diploma'.

A tutor is assigned to each participant who coaches him or her during the sessions. 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.