



MEMOS XXVI in English

August 2023 – September 2024

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 with pre-module work (introductory videos/activities), which is then complemented by in-person residential teaching/tutoring from Monday to Monday/Tuesday (see program schedule for details). Attendance at all Sessions is mandatory. For the in-person teaching/tutoring, all participants must arrive on the Sunday before the start of the first module and leave after the end of the final module the following week. Lectures, group work and other learning activities are held all day (9:00 to 18:00) and occasionally in the evenings, with the research/project module taking place after the first module of a given Session.

Each module is led by a professor and practitioner who are experts in that topic. Modules involve participant presentations, discussions, activities (in-person and online) and group and individual assessment tasks¹. The modules begin with online asynchronous activities (for instance, lecture videos, readings, or pre-module assignments) equivalent to eight hours of learner engagement using the University of Ottawa's Brightspace online learning management platform.

The research project module is taught in between modules during the first three Sessions. This includes lectures and coaching with tutors, as well as presentations by participants to demonstrate progress on their research projects.

The research project module culminates in the fourth Session, where participants present their projects to a jury and their peers. Participants who have successfully defended their project then deliver a public presentation the following day. The day concludes with a graduation ceremony.

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

Session 1

Online Session: Mid-August 2023

Online asynchronous activities related to Modules 1 & 2 and the MEMOS Research Project must be completed before the in-person Session.

In-person Session: SUN 03 September 2023 (arrival) – WED 13 September 2023 (departure)

Lausanne (Switzerland)

Institut de hautes études en administration publique (IDHEAP) and UNIL

Module 1 – MON 04 September 2023 – WED 06 September 2023

Strategic Management and Governance

Lecturers:

- Prof. Mathieu WINAND, LUNEX (International University of Health, Exercise & Sports), Luxembourg
- Dr. Donald RUKARE, President, Uganda NOC

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 – FRI 08 September 2023 – SAT 09 September 2023

Lecturers:

- Prof. Leigh ROBINSON, Roehampton University, London, and MEMOS Tutors

Main Topics:

- Understand the need for research and the components of a research project
- Develop focused research objectives/questions that will guide your project
- Understand current research and thinking on the issue you have chosen
- Help develop an argument for the need to carry out your research
- Understand the strategies for collecting data
- Understand the main tools for collecting data

Module 2 – SUN 10 September 2023 – TUE 12 September 2023

Leadership and Human Resource Management

Lecturers:

- Prof. Tracy TAYLOR, College of Business and Law, RMIT University (Royal Melbourne Institute of Technology), Australia
- Mr. Martijn VAN WESTEROP, performance coach and consultant, the Netherlands

Main Topics:

- Leadership styles and theories
- Leadership practice and self-awareness
- High performance teams
- Recruitment, selection, training and development, performance management
- Diversity and inclusion

Session 2

Online Session: Early January 2024

Online asynchronous activities related to Module 3 and the MEMOS Research Project must be completed before the in-person Session.

In-person Session: SUN 04 February 2024 (arrival) – MON 12 February 2024 (departure)

Buenos Aires (Argentina)

Argentine Olympic Committee

Module 3 – MON 05 February 2024 – WED 07 February 2024

Olympic Sport Organisation Marketing

Lecturers:

- Prof. Alain FERRAND, University of Poitiers, France
- Mr. Luigginio TORRIGIANI, Sports Marketing Consultant, Switzerland

Main Topics:

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

MEMOS Research Project Module B – FRI 09 February 2024 – SUN 11 February 2024

Lecturers

- Prof. Leigh ROBINSON and MEMOS Tutors

Main Topics:

- Analysing and interpreting data
- Presentations by participants

Session 3

Online Session: Mid-April 2024

Online asynchronous activities related to Modules 4 & 5 and the MEMOS Research Project must be completed before the in-person Session.

In-person Session: SUN 28 April 2024 (arrival) – TUE 07 May 2024 (departure)

Malbun (Liechtenstein)

Liechtenstein Olympic Committee

Module 4 – MON 29 April 2024 – WED 01 May 2024

Financial Management

Lecturers:

- Prof. Francesc SOLANELLAS, Institut Nacional d'Educació Física de Catalunya Barcelona (INEFC)
- Ms. Lee FREW, business and finance consultant, Vanuatu & 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 – THUR 02 May 2024

Lecturer

- Prof. Leigh ROBINSON

Main Topics:

- Presenting the evidence

Module 5 – SAT 04 May 2024 – MON 06 May 2024

Project and Event Management

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
- Opportunity and bid procedures
- Organizing committee leading, planning, marketing, and financing
- Sport event functional areas, operationalisation, and implementation
- Event wrap-up, evaluation, and legacies

Session 4

MEMOS Research Project Module D – Project Defence

In Person: WED 11 September 2024 (arrival) – SAT 14 September 2024 (departure)

Lausanne (Switzerland)²

International Olympic Committee

MEMOS Research Project

Coordinator: Prof. Leigh ROBINSON, University of Roehampton, with 12 tutors from participating universities:

- Prof. Jean-Loup CHAPPELET, Institut des Hautes Etudes en Administration Publique (IDHEAP) – Université de Lausanne (Suisse)
- Dr. Lisa DELPY, Georges Washington University (United States of America)
- Prof. Alain FERRAND, Université de Poitiers (France)
- Prof. Ian HENRY, University of Loughborough (United Kingdom)
- Dr. Mireia LIZANDRA, Temple University Philadelphia (United States of America)
- Prof. Milena PARENT, University of Ottawa (Canada)
- Prof. Ann PEGORARO, University of Guelph (Canada)
- Dr. Donald RUKARE, Uganda NOC
- Prof. Francesc SOLANELLAS, Institut Nacional d'Educació Física de Catalunya (Spain)
- Prof. Tracy TAYLOR, RMIT (Royal Melbourne Institute of Technology, Australia)
- Prof. Luc VANDEPUTTE, Université Libre de Bruxelles (Belgium)
- Prof. Thierry ZINTZ, Université Catholique de Louvain (Belgium)

All MEMOS XXVI participants must conduct an individual project during their study year (August 2023 - September 2024). In principle, their project deals with the management of, and performance improvement in, the participant's sport organization, including current challenges encountered by their organisation. The project topic must be discussed with the sport organization and specified in the candidature form.

Each participant is assigned a tutor who coaches them throughout the programme. Between the in-person Sessions, participants and tutors maintain close contact by e-mail and tele/video conference (e.g., telephone, Skype, WhatsApp, Zoom, or MS Teams). The project topic is expected to be fully confirmed at the end of the first Session.

To complement the learnings from the three Sessions, there is a set of mini-courses on athlete safeguarding, preventing competition manipulation, social media, and the Olympic values to be undertaken during the study year, and certificates of completion must be submitted before completing the programme to qualify for the university certificate diploma.

² This is a provisional location. If there is a change to the location, programme participants will be notified well in advance.