EXECUTIVE MASTERS IN SPORT ORGANISATION MANAGEMENT (MEMOS)

With the support of

OLYMPIC SOLIDARITY

MEMOS

The **MEMOS (Executive Masters in Sport Organisation Management)** mission is to help professionals working in national or international sports bodies to develop the knowledge required to better manage their organisations. MEMOS is an executive master's, which is offered in three versions according to the teaching language: English, French and Spanish.

PROGRAMME LENGTH
29 days over 13 months

PROGRAMME FORMAT
In-person

INDEPENDENT STUDY
Participants complete an individual thesis project during their study year

ABOUT THE PROGRAMME

MEMOS was created in 1994 with the initial mission to respond to a clear need expressed by the leaders of sports organisations: the need for tools, skills, and networks to better manage and develop their organisations. MEMOS was designed as an advanced training programme for professionals in the Olympic Movement to help them meet the complex and dynamic challenges of the sports movement. Today, MEMOS is a global programme aimed at sports leaders around the world, with editions in English, French and Spanish. Since the programme was created under the patronage of the IOC President Juan Antonio Samaranch, MEMOS has been supported by the International Olympic Committee and its successive Presidents, through Olympic Solidarity which offers scholarships to participants supported by their respective NOCs.

The Olympic Movement aims to make a positive contribution to society through sport. Capacity and ability building through education support the Movement’s mission. To continue accomplishing its mission in an environment where political and economic issues are becoming increasingly important, our Movement needs managers with specific areas of competence. MEMOS delivers a robust and contemporary programme to develop and enhance skills for more effective management of Olympic related organisations.

The International Olympic Committee, though Olympic Solidarity, has supported this initiative since its origin. What originated as a European programme, MEMOS has become a truly international programme open to participants from all five continents. Thanks to this partnership between the Olympic Movement and academic institutions, this university-level education programme has been successful since its origin in 1994-1995. MEMOS boasts over 1,200 alumni, contributing to the successful management of sport organisations around the world. The programme is available in English, French, and Spanish. We look forward to receiving your application and wish all participants in the MEMOS programme every success!

“By bringing together professionals from every corner of the world, MEMOS has created a unique space for learning, collaboration, and growth. The MEMOS spirit goes far beyond the management of sport organisations - it is about strengthening the values that make sport a force for good in our world: excellence, friendship and respect.”

- Kirsty Coventry,
IOC President

“MEMOS is more than a degree, it is a powerful connector. It brings together participants from a wide range of sports organisations and cultural backgrounds, fostering collaboration and shared learning. It plays a vital role in realising the IOC’s vision of building a better world through sport and remains a key partner in delivering the mission of Olympic Solidarity.”

- James Macleod,
Director of Olympic Solidarity

PROGRAMME TESTIMONIALS

“MEMOS really helped me understand how the Olympic Movement works beyond speeches or assemblies. You start to see how everything fits together.”

- Cristina Vasilianov, NOC Moldova

“MEMOS strengthened my ability to lead complex projects—such as major Games-time sponsorships and national-level sport initiatives—by grounding my work in international best practice. It also deepened my sense of purpose: contributing back to the Olympic Movement with the expertise and insight I’ve gained.”

- MEMOSian

“MEMOS helped me understand how to lead—not just manage—within the Olympic system.”

- MEMOSian

“MEMOS offers high-level training in Olympic sport organization and management, which is essential for preparing leaders who can contribute effectively to the National Olympic Committee’s long-term development.”

- National Olympic Committee (NOC)

PROGRAMME OVERVIEW

MEMOS is scheduled over thirteen months. It includes three 7-to-12-day in-person sessions, each dedicated to one or two main topics, plus a final two-day session devoted to the defence and presentation of students' personal projects.

Each learning module is facilitated by an academic scholar and industry practitioner with topic expertise. In addition, students undertake a project that is associated with the management of their sport organisation, aiming to help improve the way in which they deliver their mission. In each session, one to three days are dedicated to project development and tutor coaching. The defence and public presentation of these projects, as well as the awarding of the degrees, take place during the fourth session.

MEMOS is designed as a work assignment rather than personal time off. Key workload expectations include:

- Classes run weekdays + weekends, typically 8:30-17:30. Expect four to five (4-5) additional hours of work outside class during each session.
- About three (3) hours outside class per one (1) hour in class overall, including pre- and post-module work.
- About ten (10) hours of required online training.
- Total time commitment: about 261 classroom hours over 29 days + 813 independent hours

PROGRAMME STRUCTURE

The English programme takes place every year from August of the first year to September of the subsequent year. The French and Spanish programmes takes place every two years from August/October of the first year to October/November of the subsequent year as follows:

Module 1
Strategic Management and Governance

Module 2
Financial Management

Module 3
Leadership and Human Resource Management

Module 4
Olympic Sport Organisation Marketing

Module 5
Project and Event Management

Module 6
Research Project

MEMOS PROJECT
Project preparation
Project coaching
Project defense
Public presentation of the projects

FULL PARTICIPATION IN ALL SESSIONS IS MANDATORY. Except for extraordinary circumstances validated by the MEMOS Steering Committee, if a student misses part or all of a session, they will be withdrawn from the programme and asked to reapply for next year's cohort.

TEACHING

Teaching is carried out in English, French, or Spanish. Each learning module is facilitated by a leading academic scholar and industry practitioner that have significant contemporary experience. Topic coverage, classes, and assessments are designed for rigour and relevancy. The individual project provides students with the opportunity to conduct a deep dive into an issue relevant to their sport organisation, and develop evidence-based solutions/recommendations. The module leaders use various means of adult education (theoretical lectures, discussions, teamwork, conferences, multimedia presentations, etc.). Students and professors use an online learning management system for modules and e-mail for regular communication during the programme, in particular to work on their projects. An academic tutor is assigned to each student.

COSTS

The tuition fee is USD 7,500, plus travel and accommodation expenses for the three sessions and the final presentation. The accommodation costs are kept to a minimum by lodging the students and professors as a group in each city. These costs can be covered partly by the students' sport organisations (scholarships, reimbursement, continuing education schemes, etc.). Olympic Solidarity covers the tuition fee and provides a participation subsidy for admitted candidates who are supported by an NOC and who have been selected to receive an Olympic Solidarity MEMOS Scholarship.

ADMISSION REQUIREMENTS

MEMOS is open to applicants from sport organisations worldwide. In addition to significant experience in management in a sport organisation, applicants must hold a relevant university degree or have comparable professional experience as judged by the MEMOS Selection Committee. They should be endorsed by their NOC and/or by their sport organisation, which should provide them with the necessary support to enable them to undertake this programme as it requires a high level of personal and institutional commitment. The applicant's organisation should view their participation in MEMOS as an investment: beyond improving the applicant's knowledge and skills, MEMOS offers a unique opportunity for the development of a project, under the supervision of an experienced tutor, which should directly benefit the applicant's organisation. Therefore, applicants and their organisations are strongly encouraged to discuss and agree on an appropriate MEMOS project before applying to MEMOS.

Students must have a very good written and spoken command of English for the English version, French for French version and Spanish for Spanish version. A telephone interview may be organised before the admission of candidates. It is desirable that the students understand at least one of the two official languages of the Olympic Movement.

ACADEMIC PARTNERS

The MEMOS programme is the result of a close cooperation between scholars from the following universities, schools of sport, and MEMOS graduates:

- Comité Olímpico Español, Spain
- George Washington University, Washington D.C., USA
- Institut Nacional d'Educació Física de Catalunya, Spain
- Institut National du Sport, de l'Expertise et de la Performance, Paris, France
- RMIT (Royal Melbourne Institute of Technology), Australia
- STC Higher Education, Malta
- Temple University Philadelphia, USA
- Uganda National Olympic Committee / Uganda Christian University (UCU), Uganda
- Universitat de Lleida, Spain
- Université Catholique de Louvain, Belgium
- Université Claude Bernard Lyon-1, France
- Université de Poitiers (Faculté des sciences du sport), France
- Université du Luxembourg, Luxemburg
- University of Birmingham, United Kingdom
- University of Innsbruck, Department of Sport Sciences, Austria
- University of Ottawa (Telfer School of Management & Faculty of Health Sciences) | Université d'Ottawa (École de gestion Telfer et Faculté des sciences de la santé), Canada
- University of Roehampton, United Kingdom

EVALUATION

Students are assessed on the basis of individual and group assessment tasks. They are also assessed on their final project report and presentation. This report is defended in front of a jury made up of the professors of the participating institutions then publicly presented during the fourth session. The university certificate is awarded by the University of Ottawa, Canada, for the English and French versions, and by the Universitat de Lleida for Spanish version.

OUR IMPACT

MEMOS graduates across the Olympic Movement and the world:

- 1215 graduates
- 198 nationalities
- 5 continents
- 38% women
- 198 NOCs
- 110 NOC Presidents and Secretaries General
- 10 IOC members
- 21 IOC staff members
- 21 IFs
- 5 NOC Continental Associations
- Plus: FISU, IPC, Special Olympics, WADA, OlympAfrica, OCOGs, etc.

YOUR CREDENTIAL

On successful completion of MEMOS, students are awarded a university certificate. MEMOS is not a recognized research master's degree and therefore may not lead to a PhD programme.

For more information about the Executive Masters in Sport Organisation Management English or French versions, please contact:

Telfer School of Management
55 Laurier Avenue East
Ottawa, Ontario
K1N 6N5
Canada

https://memos.degree/
milena.parent@telfer.uottawa.ca
613-562-5800 x2984

For more information about the Executive Masters in Sport Organisation Management Spanish version, please contact:

Comité Olímpico Español/ Universitat de Lleida

https://memos.degree/
acamps@inefc.udl.cat

MEMOS XXIX IN ENGLISH: AUGUST 2026 – SEPTEMBER 2027

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/Wednesday (see programme schedule for details).

To round out their training, over the year, students complete a set of online and in-person learning modules related to athlete safeguarding, preventing competition manipulation, generative artificial intelligence (Gen AI), and Olympic history and values.

SESSION 1

Online Session: August 2026
MEMOS onboarding and online asynchronous activities related to Modules 1 & 2 and the MEMOS Research Project must be completed before the in-person session.

In-person Session: SAT 05 September 2026 (arrival) – WED 16 September 2026 (departure)
Olympia (Greece)
International Olympic Academy

Module 1 – MON 07 September 2026 – WED 09 September 2026
Strategic Management and Governance
Lecturers:
- Dr. Shushu CHEN, University of Birmingham,United Kingdom
- Dr. Donald RUKARE, President, Uganda NOC / Uganda Christian University (UCU) Uganda

Main Topics:
- Governance of Olympic sport organizations
- Values and ethics in Olympic sports organizations
- Strategic management and policy implementation
- Applied strategic management in practice
- Emerging governance challenges

MEMOS Research Project Module 1 – FRI 11 September 2026 – SAT 12 September 2026
Lecturers:
- Prof. Leigh ROBINSON, Roehampton University, London (United Kingdom), and MEMOS Tutors

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

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 13 September 2026 – TUE 15 September 2026
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)

SESSION 2

Online Session: December 2026
Online asynchronous activities related to the Leadership and Human Resource Module 3 and the MEMOS Research Project must be completed before the in-person session.

In-person Session: SUN 31 January 2027 (arrival) – SUN 07 February 2027 (departure)
Lima (Peru)
Peruvian Olympic Committee

Module 3 – MON 01 February 2027 – WED 03 February 2027
Leadership and Human Resource Management
Lecturers:

- Distinguished 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:

- Human Resource Management in sport organisations
- Leadership theory, approaches and developing self-awareness
- High-performance teams and teamwork
- Recruitment, selection, training and development, motivation and performance management
- Organisational Culture
- Diversity, equity and inclusion

MEMOS Research Project Module 2 – FRI 05 February 2027 – SAT 06 February 2027
Lecturers:

- Prof. Leigh ROBINSON and MEMOS Tutors

Main Topics:

- Analysing and interpreting data
- Presentations by students

SESSION 3

Online Session: April 2027
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 02 May 2027 (arrival) – WED 12 May 2027 (departure)
Split (Croatia)
Croatian Olympic Committee

Module 4 – MON 03 May 2027 – WED 05 May 2027
Olympic Sport Organisation Marketing
Lecturers:
- Prof. Guillaume BODET, Université Claude Bernard Lyon-1, France
- Mr. Luiggino 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 3 – FRI 07 May 2027 – SAT 08 May 2027
Lecturers:
- Prof. Leigh ROBINSON and MEMOS Tutors

Main Topics:
- Presenting the evidence

Module 5 – SUN 09 May 2027 – TUE 11 May 2027
Project and Event Management
Lecturers:
- Prof. Milena PARENT, University of Ottawa, Telfer School of Management, 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 4 – Project Defence

In-Person Session: WED 08 September 2027 (arrival) – SAT 11 September 2027 (departure)
Lausanne (Switzerland)
International Olympic Committee-Olympic Solidarity

MEMOS Research Project

Coordinator: Prof. Leigh ROBINSON, University of Roehampton, London (United Kingdom) with 8 tutors from participating universities:

- Dr. Dawn AQUILINA, STC HIGHER EDUCATION (Malta)
- Prof. Guillaume BODET, Université Claude Bernard Lyon-1 (France)
- Dr. Shushu CHEN, University of Birmingham (United Kingdom)
- Dr. Lisa DELPY, George Washington University (United States of America)
- Dr. Mireia LIZANDRA, Temple University Philadelphia (United States of America)
- Dr. Donald RUKARE, Uganda NOC (Uganda) / Uganda Christian University (UCU) Uganda
- Prof. Francesc SOLANELLAS, Institut Nacional d'Educacio Fisica de Catalunya (Spain)
- Distinguished Prof. Tracy TAYLOR, RMIT (Royal Melbourne Institute of Technology, Australia)

All MEMOS XXIX students must conduct an individual project during their study year (August 2026 - September 2027). In principle, their project deals with the management of, and performance improvement in, the student's sport organization, including current challenges encountered by their organization. The project topic must be discussed with the sport organization and specified in the candidature form.

Each student is assigned a tutor who coaches them throughout the programme. Between the in-person sessions, tutees 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.