



## MEMOS XXIV in English

January 2021 – September 2021

### General framework of the program

Due to the COVID-19 pandemic, MEMOS XXIV will take place under a special format, between January 2021 and September 2021.

Submitting your application means that you accept, if selected, to participate under this format. Should this programme need to be adapted as a result of COVID-19 rebound, participants would have to accept the newly adapted format.

The MEMOS XXIV programme in English is based on four education and training sessions.

The first two sessions (January-February and April-May 2021) follow a nine-day format, from Monday to the following Tuesday. 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 take place between 9 am and 6 pm, each day with evening work also frequently required.

The third session (May-June 2021) will be an online, remote session. Participants will take part in this session from their home or office.

Each module is led by MEMOS Professors and also involves participant presentations, discussions, activities and both group and individual assessment tasks<sup>1</sup>. While all teaching modules are delivered in distinct blocks, the Research module is taught on the Friday and Saturday of each of the first two sessions, and is made up of lectures, coaching with tutors and presentations by participants to demonstrate progress on their individual research projects.

The Research module culminates in a fourth session (September 2021) when participants are required to defend their project in front of a jury. In addition, each successful participant will deliver 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: [www.memos.degree](http://www.memos.degree)

#### **Deadline for applications**

Applications need to be submitted prior to October 15, 2020, as requested on the application form [www.memos.degree](http://www.memos.degree)

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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**

**SUN 24 January 2021 (arrival) –WED 03 February 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, Secretary General, 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 OSO's

### **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 25 April 2021 (arrival) – WED 05 May 2021 (departure)**

### **Pristina (Kosovo)**

Kosovo Olympic Committee

### **Module 3**

#### **Human Resources Management and Leadership**

Main lecturers:

- Prof. Tracy Taylor, Murdoch University Business School, 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
- Professor Ann Pegoraro, Lang Chair in Sport Management, Guelph University, 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**

**15 May 2021 – 15 June 2021**

**ONLINE session**

### **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
- Mr. 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 (Module 7)**

The Research module is taught on Friday and Saturday of sessions 1 and 2.

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 carry out an individual project during their study year (January 2021 - September 2021). Their project should deal with the management of, and improvement in performance of the participant's sport organization. The project topic must be discussed with the sport organization and specified in the application form. A tutor is assigned to each participant to provide coaching and support during two days of sessions 1 and 2. Between the teaching blocks, participants and tutors maintain close contact by e-mail and telephone/skype. The project topic should be confirmed at the end of the first session.

The final version of the project report must be sent six weeks before the final session and participants will need the approval of their tutor to attend this session.

## **Session 4**

### **Project Defense in Lausanne and Graduation Ceremony**

**TUE 07 September 2021 (arrival) – SAT 11 September 2021 (departure)**

**Lausanne (Switzerland)**

Institut de Hautes Etudes en Administration Publique (IDHEAP)

- Participants, with approval to do so, will defend their project in front of a jury
- Following this, each successful participant will make a public presentation.
- The graduation ceremony will follow the public presentations

#### **Further questions**

Prof. Benoît Séguin  
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