



# MEMOS XV

September 2011 – September 2012

In English

The MEMOS programme in English is based on four face-to-face training modules. Each of the first three modules follows the same one-week format from Sunday to Sunday. All participants must arrive on a Sunday and leave the following Sunday. Lectures, group work and other learning activities are held from Monday to Thursday, all day (9 am to 6 pm) and frequently in the evenings. While the first three modules are taught in discrete blocks, Module 4 is taught on the Friday and Saturday of each of the first three weeks, with lectures and coaching with tutors, and presentations by participants to demonstrate progress on the projects to, and to discuss with, classmates and tutors. The module culminates in the fourth teaching block which is dedicated to the defense of the projects in front of a jury and their final public presentation followed by a graduation ceremony. All modules are supported by manuals written by lecturers and published by Human Kinetics, as well as lecture notes. For more information: <http://www.uclouvain.be/formation-continue-memos>

## Module 1 Strategic Management and Governance

11-18 September 2011

**Lausanne, Switzerland**

IDHEAP Headquarters on Lausanne University campus and Olympic Museum

Main lecturers:

- Prof. Jean-Loup Chappelet, IDHEAP Swiss Graduate School of Public Administration
- Ms. Joan Duncan, Commonwealth Games Canada and JDI Consulting
- Mr. Richard Palmer, British Olympic Association

Main topics:

- The actors of world sport
- Strategic management tools and principles
- Risk management and governance
- Values and ethics in Olympic sports organisations
- Performance management

## Module 2 Marketing Management

22-29 January 2012

**Trinidad & Tobago**

Trinidad & Tobago Olympic Committee

Main lecturers:

- Prof. Alain Ferrand, University of Poitiers, France
- Mr. Luigino Torrigiani, Sports marketing consultant
- Mr. Larry Romany, MEMOS XIV Participant and President of the Trinidad & Tobago NOC

Main topics:

- Marketing challenges for Olympic sport organisations
- Strategic sport organisation marketing management
- Sport sponsorship
- Developing brand equity
- Event marketing

## **Module 3**

### **Human Resources Management**

25 March - 01 April 2012

**Bratislava, Slovakia**

Main lecturers:

- Prof. Packianathan Chelladurai, The Ohio State University, USA
- Prof. Tracy Taylor, University of Technology Sydney, Australia
- Mrs. Elena Malikova, National Olympic Committee of Slovakia

Main topics:

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

## **Module 4**

### **MEMOS Project**

Coordinators:

- Prof. Ian Henry, Loughborough University, and Prof. Leigh Robinson, University of Stirling (UK) 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
- Writing and presentation techniques

All MEMOS XIV participants are required to conduct an individual project during their study year (September 2011-September 2012). In principle, their project deals with the management of the participant's sport organisation (or one to which they have easy access). The project topic must be discussed with the sport organisation and specified in the candidature form. A tutor is assigned to each participant who coaches him or her during the two last days of modules 1 to 3. Between the teaching blocks, participants and tutors maintain close contact by e-mail and telephone. The project topic must be fully confirmed at the end of the first module. The literature review and methodology are discussed and reviewed at the second module. A draft of the project report must be presented at the third module. The final version of the project report must be sent one month before the:

#### **Project defense in Lausanne**

11-15 September 2012

IDHEAP Headquarters on Lausanne University campus.