



# ADVANCED SPORTS MANAGEMENT COURSES

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## IMPORTANT INFORMATION

### 1. *Managing Olympic Sport Organisations Manual*

The *Managing Olympic Sport Organisations* manual has been produced by Olympic Solidarity in conjunction with MEMOS (Executive Masters in Sport Organisations Management). The book consists of six chapters, each covering an area of management competence:

- organising an Olympic sports organisation
- managing strategically
- managing human resources
- managing finance
- managing marketing
- organising a major sports event

The book provides the primary content for the learning experience and is the framework for delivery of the Advanced Sports Management Courses (ASMC). Each chapter is divided into sections, each of which covers a topic that contributes to the overall competence. In order to demonstrate how the key principles are applied in the field, the material is illustrated by information provided by Olympic sports organisations throughout the world.

The manual is available in English, French and Spanish. The NOCs that wish to translate the manual into their language are eligible for financial support and should contact Olympic Solidarity for instructions.

### 2. Course Participants

The objective of the Advanced Sports Management Courses is to equip the participants with the knowledge and tools to help them to bring about change and improvements in their sports organisation. Therefore, the courses are designed for volunteers and paid staff who fall into two categories:

- Participants may be of the executive level at the NOC, national federations or other bodies responsible for the development of sport, or
- Participants may be less senior members of staff or volunteers who have responsibility for managing projects in a sports organisation. Should such a participant attend the course, it is essential that their attendance be fully supported by senior or executive staff. This is to ensure that the participant has the mandate to apply the course material to their sports organisation, which is likely to bring about change in the organisation.

An NOC may choose participants from a number of sports organisations, or a number of participants from one or two organisations. In the first instance, participants can learn from what happens in other sports organisations and this approach also makes the knowledge gained from the course available to a greater number of organisations. The second approach will create a learning community within a particular sports organisation and is likely to bring about greater and faster improvements in operations.



Olympic Solidarity strongly encourages NOCs to promote women sports administrators by providing them with professional training opportunities.

### **3. Course Leadership**

The courses are managed by Programme Directors who have been qualified by appropriate training. Programme Directors are assisted by a team of Course Facilitators who are responsible for the delivery of the programme. At times, local experts may also be part of the delivery process.

#### ***Programme Directors***

The first step to organising advanced courses is to have a trained Programme Director. Olympic Solidarity selects NOC-nominated Programme Director candidates to attend a training session, which is conducted by international experts (mentors) over three days.

Programme Directors should have experience in sport and be knowledgeable about the principles of sports management (the content of the book). They should have an academic degree, e.g. MEMOS, or equivalent professional experience, and enjoy the respect of the national sports circles. Ideally they should have teaching or training experience in the sports management domain, and should be available to spend a considerable amount of time (more than 100 hours) preparing and conducting a course. Educators who meet all of these criteria are particularly suited for this function.

Programme Directors are responsible for the overall organisation of the course. Their role is to develop the course programme (contents, structure, etc.) and to manage the course logistics. They should promote the course within the national sports system and, together with the NOC, select participants. They may deliver some of the content of the course. Their main role, however, is to act as leaders in the development of a learning community, a platform for sharing of knowledge, experiences and ideas amongst the course participants. It is important for an NOC to keep track of all the facilitators, resource persons and, obviously, the Programme Directors.

#### ***Course Facilitators***

Programme Directors are assisted in their task of delivering courses by a team of Course Facilitators, who are nominated by the Programme Directors and the NOC. Facilitators should have a good knowledge of sport and sports management, experience of delivering education or training and respect of the sports community with which they are going to work. The Course Facilitator position is not a permanent one. Different people may be used for different courses depending on skills and availability.

### **4. Course Structure**

Advanced courses are based on the *Managing Olympic Sport Organisations* manual and are to comprise all six modules (chapters). Each module is composed of five days, which include three distance-learning days (reading the particular chapter and completion of small case study) and two residential days (general presentation and discussion of the chapter on the first day, and presentation of case studies on the other). Each course requires a minimum of 15 residential days and at least 18 distance-learning days. In addition, time will need to be allocated to the completion of the final presentation on the learning process by each participant. Each course should be conducted over a maximum of 12 months.

### **5. Course Facilitation and Delivery**

The delivery of the courses involves little teaching or lecturing. The primary role of the Programme Directors and Course Facilitators is to facilitate the learning experience, rather than to tell participants what the book covers. The courses are supposed to create a learning community whose participants share their experiences among each other during and after the course.



This facilitatory style is essential in order to meet the aims and learning outcomes of the courses. Participants should not sit and listen to a Course Facilitator talking for long periods of time. Participants also need to be able to work on practical tasks and exercises.

## 6. Quality Assurance Procedures and Tools

Quality assurance is a process that helps to make sure the programme corresponds to the needs and expectations of the participants, course deliverers, the NOC concerned and Olympic Solidarity. For the Advanced Sports Management Courses, quality assurance is guided by some formal procedures and case studies that are collected and submitted to Olympic Solidarity to help to confirm that the courses are meeting their objectives.

### **Assessment**

Successful completion of the course requires 100% attendance, plus successful completion of one case study for each module and a final report on the impact of the learning process on the participant's organisation.

For each module, the participants need to develop a small case study report of their organisation. A case study contains a description of their organisation, a problem within the organisation that can be addressed by the relevant module content, and the participant's strategy and recommendations for overcoming this problem. Two of these case studies need to be submitted in writing (Word or equivalent) to the Programme Director for evaluation.

After completing the six chapter modules, participants must evaluate the impact of the course on their organisation and themselves. This will be done through a final presentation on the learning process, which should be presented and discussed in small groups that include the Programme Director and Course Facilitators.

## 7. Course Material

Olympic Solidarity provides NOCs with the following tools, which aim to assist Programme Directors in the organisation of courses:

- *Managing Olympic Sport Organisations* manual: hard copies for the NOC, Programme Directors, Course Facilitators and course participants, as well as an electronic version
- *Programme Directors' Guide for Advanced Sport Management Courses* for Programme Directors and Course Facilitators
- *Learner Guides* for each of the chapters contained in *Managing Olympic Sport Organisations* to be used by participants during the course
- PowerPoint presentation package that can be modified to better meet local needs
- Test bank consisting of multiple-choice tests for evaluating participants' awareness of the book content
- Course promotional brochure and a course participant application form template, which can be translated and modified
- Course application, evaluation, report and other administrative forms

## 8. Diplomas

Upon the receipt of the course report, Olympic Solidarity issues nominative diplomas for all the participants who have successfully completed the course and sends them to the NOC, which is requested to pass them on to the participants. In order to be considered to have successfully completed the course, participants must have 100% attendance, complete and present all six case



studies, two of which are submitted in writing to the PD, and make the final presentation on the learning process.

## **9. Course Evaluation**

It is recommended that each course participant complete a course evaluation at the conclusion of the course, as the results of the evaluation will enable the NOC to assess the success of the course and improve upon the weak points.

## **10. Financial Conditions**

Up to USD 14,000 is provided towards the organisation of an Advanced Sports Management Course with 60/40 gender balance (participation of minimum 40% women sports administrators). An advance payment of 75% is available upon request. The balance payment is paid after the course and upon the receipt of the course report and the financial report. This budget includes course conductors' fees with the exact amounts determined by the NOC, based on the distribution of time and work dedicated to the organisation of the course and local considerations. For courses that do not fully meet the participation requirement, a contribution of up to USD 12,000 will be made.

Additional funding may be available in case of well documented special needs and circumstances, which should be communicated to Olympic Solidarity at the time of application for approval together with the course.

## **11. Course Report and Follow-up**

NOCs must submit to Olympic Solidarity the following no later than two months after the completion of each course and preferably by email:

- ASMC course report, including a recommendation regarding the certification of the participants who have successfully met all the course requirements
- one case study written up (Word or equivalent) prepared by each of the participants, translated into English, French or Spanish if necessary
- financial report
- selection of course photos

## **12. Financial Report**

In addition to the course report, an Olympic Solidarity financial report should be submitted for each course.