

## MASTER IN PASTORAL MANAGEMENT

### Main Language of Instruction:

French  English  Arabic

### Campus Where the Program Is Offered: CSH

## OBJECTIVES

---

This program trains pastoral agents to:

- Align effectively with diverse ministries and community gifts through cultivating ethical commitment, discernment skills, and the ability to analyze and evaluate missions in context.
- Foster a spirit of partnership, communication artistry, message conveyance, and conflict management using proficient pedagogical tools and communication channels
- Champion, guide, and oversee collaborative projects across administrative, legal, social, and ecclesiastical dimensions by formulating coherent strategic plans, implementing procedures, and securing requisite human and financial resources.

## PROGRAM LEARNING OUTCOMES (COMPETENCIES)

---

- Explore and integrate the theological and anthropological underpinnings of the Christian faith within a framework of salvation and end-times dynamics.
- Articulate faith through a prophetic emphasis on proclamation and dialogue.
- Develop initiatives that incorporate ecclesial and religious diversity across various domains of engagement.
- Generate scholarly output using both theoretical and practical methodologies.
- Foster effective communication to serve communion and mission goals.

## ADMISSION REQUIREMENTS

---

Candidates must hold:

- A Lebanese Baccalaureate or its equivalent
- A Bachelor in Theology (canonical Baccalaureate), Religious Studies, or other disciplines (with 100 credits of theological studies).

## COURSES/CREDITS GRANTED BY EQUIVALENCE

---

- Up to 12 credits (from the Bachelor in Theology - canonical Baccalaureate)
- A course in management, if the candidate holds a degree in Management and Business Administration.

## PROGRAM REQUIREMENTS

---

**120 credits: Required courses (108 credits), Institution's elective courses (12 credits) specifically from the Master in Religious Studies, concentration: Theologica.**

### Required Courses (108 Cr.)

Practical Theology Level 1 (4 Cr.). Practical Theology Level 2 (4 Cr.). Managing Pastoral Complexity (5 Cr.). Theological Hermeneutics Seminar (4 Cr.). The Role of the Magisterium in Forming Conscience (4 Cr.). Entrepreneurship and Partnership 1: Project Diagnosis and Design (4 Cr.). Entrepreneurship and Partnership 2: Management and Evaluation Tools (4 Cr.). Observation Internship and Practice Analysis (6 Cr.). Project Design and Implementation Internship (6 Cr.). Marketing and Public Relations (4 Cr.). Leadership, Communication, and Group Dynamics (4 Cr.). Financial Management and Accounting (4 Cr.). Management and Organization (4 Cr.). Behavior of Religious Institutions (4 Cr.). Human Resources Management (4 Cr.). Research Methodology Seminar (5 Cr.). Applied Statistics in Religious Studies (3 Cr.). Methodological Tools in Social Sciences (5 Cr.). Problem Analysis and Research Project (5 Cr.). Thesis Project (5 Cr.). Thesis (20 Cr.).

**Institution's Elective Courses (12 Cr.) from the Master in Religious Studies, concentration: Theologica, to be chosen from the list below:**

Epistle to the Philippians (4 Cr.). Perspectives on Judaism and on the Relationships Between Jews and Christians (4 Cr.). Eastern Theology and Mysticism According to the Thought of Jean Corbon (4 Cr.). Protestant Theology Through the Thought of Jürgen Moltmann (4 Cr.).

## SUGGESTED STUDY PLAN

### Semester 1

Code	Course Name	Credits
018TPRAM1	Practical Theology Level 1	4
018ENTPM2	Entrepreneurship and Partnership 1: Project Diagnosis and Design	4
018SOAPM2	Observation Internship and Practice Analysis	6
018IMSHM2	Methodological Tools in Social Sciences	5
018SEMKM1	Research Methodology Seminar	5
	Institution's Elective Courses	4
	<b>Total</b>	<b>28</b>

### Semester 2

Code	Course Name	Credits
018GCPAM1	Managing Pastoral Complexity	5
018MANAM1	Management and Organization	4
018CDIRM2	Behavior of Religious Institutions	4
018GFCOM4	Financial Management and Accounting	4
018RMFCM2	The Role of the Magisterium in Forming Conscience	4
	Institution's Elective Courses	4
	<b>Total</b>	<b>25</b>

### Semester 3

Code	Course Name	Credits
018TPN2M1	Practical Theology Level 2	4
018SCEPM4	Project Design and Implementation Internship	6
018GRHUI2	Human Resources Management	4
018STATM2	Applied Statistics in Religious Studies	3
018EPOGM3	Entrepreneurship and Partnership 2: Management and Evaluation Tools	4
	Institution's Elective Courses	4
	<b>Total</b>	<b>25</b>

### Semester 4

Code	Course Name	Credits
018MARPM4	Marketing and Public Relations	4
018LCDGM2	Leadership, Communication, and Group Dynamics	4
018SDHTM1	Theological Hermeneutics Seminar	4
018ANALM4	Problem Analysis and Research Project	5
018PROMM4	Thesis Project	5
	<b>Total</b>	<b>22</b>

## Semesters 5 and 6

Code	Course Name	Credits
018MEMOM5	Thesis	20

## COURSE DESCRIPTION

### 018TPRAM1 Practical Theology Level 1 4 Cr.

This course offers pastoral workers a reflective and critical approach to pastoral practice. It involves the use of methodological and conceptual tools to develop pastoral projects appropriate to their context.

### 018ENTPM2 Entrepreneurship and Partnership 1: Project Diagnosis and Design 4 Cr.

This course pertains to managerial competence within an entrepreneurial and strategic vision of pastoral development and change. It is divided into two parts:

- A- Diagnostic and strategic analysis of pastoral dynamics
- B- Strategic planning and design of pastoral projects.

### 018SOAPM2 Observation Internship and Practice Analysis 6 Cr.

The internship in practical theology is an experiential learning method carried out within a designated pastoral setting. It provides a platform for practical application, enabling interns to refine their pastoral approach. This experience integrates theological understanding with hands-on practice to foster creativity in nurturing the Christian community. Interns receive guidance and supervision to support their growth and development as pastoral practitioners.

### 018IMSHM2 Methodological Tools in Social Sciences 5 Cr.

This seminar is part of the three methodology seminars offered in the Master's program. It aims to initiate students into reading their field of study using methods from the social sciences, notably the quantitative method specific to sociology and the qualitative method specific to anthropology. The aim is to approach a pastoral or socio-religious reality in order to understand it from within. This approach exemplifies the inductive method, which facilitates questioning theory and, consequently, the core principles of practical theology.

This seminar is offered to students in the Master in Pastoral Management (MAGP) program, as well as those registered in the Master in Muslim-Christian Studies (MRIC). In both programs, the final thesis largely relies on the practical approach to the studied reality.

### 018SEMKM1 Research Methodology Seminar 5 Cr.

This seminar provides the basic elements for research and writing of a Master's thesis (all the data can be applied to PhD research).

It aims to develop the following competency: "Developing scholarly output using speculative and operational tools."

### 018RMFCM2 The Role of the Magisterium in Forming Conscience 4 Cr.

If one of the tasks of Christian ethics is to articulate the profession of faith (dogmatic) with its sanctifying celebration (liturgy), then it continually invites the believing community at large, and each individual person specifically, to live out this faith and call to holiness in the present moment.,

However, to remain faithful in following Christ, Catholic Christians are deeply called to heed the "Living" Magisterium of the Church as the authority responsible for interpreting Scripture. In matters of morality, this entails the individual's obligation to conscientiously integrate a body of norms proclaimed by this Magisterium. With this in mind, this course aims to:

- Clarify the role of the *Magisterium* in shaping moral norms.
- Establish objective criteria for the accurate interpretation and faithful transmission of the moral teachings of the *Magisterium*.

<b>018GCPAM1</b>	<b>Managing Pastoral Complexity</b>	<b>5 Cr.</b>
The evolution of our world presents the Church with new pastoral challenges. In fulfilling its mission, it increasingly realizes the influence of everything happening around it. Thus, society impacts the Church, compelling it to deepen its role and the meaning of its existence in its various dimensions. Pastoral agents are thus led to question not only the implementation of the religious activities of their Church but also to consider many aspects of pastoral management today, including relationships, the exercise of power, asset management, and conflict resolution. Being the Church in our world for the Good News is a significant challenge in which the Holy Spirit engages us to discern the multiple opportunities to implement it. This course aims to shed light on this situation by proposing tools and reflections to understand the complexity of pastoral leadership in a continually evolving context.		
<b>018MARPM4</b>	<b>Marketing and Public Relations</b>	<b>4 Cr.</b>
This course explains the main concepts related to marketing in general, and nonprofit marketing in particular. It aims to use strategic marketing concepts as a necessary tool for religious marketing.		
<b>018LCDGM2</b>	<b>Leadership, Communication, and Group Dynamics</b>	<b>4 Cr.</b>
This course sets out criteria for assessing and evaluating leaders. Students will grasp the essence of leadership and how to utilize it to build a markedly improved future that would otherwise be unattainable.		
<b>018GFCOM4</b>	<b>Financial Management and Accounting</b>	<b>4 Cr.</b>
This course covers accounting and financial management concepts as follows: <ul style="list-style-type: none"> <li>- Understanding the foundational principles of financial accounting and the process of translating significant ongoing operations into financial statements.</li> <li>- Evaluating investment choices using financial and economic criteria and developing financial forecasts.</li> </ul>		
<b>018TPN2M1</b>	<b>Practical Theology Level 2</b>	<b>4 Cr.</b>
This course empowers students to understand cultural, social, and ecclesial contexts, critically analyze contemporary issues in light of theology, and reflect on the enculturation and contextualization of the Christian message.		
<b>018SCEPM4</b>	<b>Project Design and Implementation Internship</b>	<b>6 Cr.</b>
The internship in practical theology is an experiential learning method conducted within a designated pastoral setting. It serves as a platform where interns can actively shape their pastoral approach through practical application and reflection. This experience integrates theological knowledge with pastoral practice, fostering creativity for the growth of the Christian community. Interns will receive guidance and supervision to support their development and approach as pastoral agents.		
<b>018MANAM1</b>	<b>Management and Organization</b>	<b>4 Cr.</b>
This course presents various management functions as well as the decisions and responsibilities of decision-makers operating in a turbulent environment.		
<b>018EPOGM3</b>	<b>Entrepreneurship and Partnership 2: Management and Evaluation Tools</b>	<b>4 Cr.</b>
This course focuses on managerial skills for pastoral development and change within an entrepreneurial vision. It is divided into two parts: <ul style="list-style-type: none"> <li>A. Planning the actions of the pastoral project</li> <li>B. Managing and evaluating the pastoral project.</li> </ul>		
<b>018CDIRM2</b>	<b>Behavior of Religious Institutions</b>	<b>4 Cr.</b>
This course explores religious communities' institutions (religious, educational, medical, etc.) of various sizes and categories, which can vary based on population size, geographical area, and profit orientation (for-profit, semi-profit, or non-profit).		

These institutions are analyzed through the behavior of actors (clergy, laity, etc.) with different characteristics (age, gender, family structure, marital status, social class, race, ethnicity, and geography).

The result of this behavior is the provision of services or goods offered to the community or individuals to satisfy various needs (spiritual, psychological, emotional, physiological, etc.), which can vary from person to person.

The study of the behavior of actors in religious institutions is multidisciplinary and analyzes three main elements: the individual, the group, and the institution.

The effectiveness of the institution is measured by the outcome of its operations offered to the community. Institutions generally aim for the efficient allocation and optimization of their resources to improve their effectiveness and consequently, the outcome of their activities.

The objective of this course is to develop learners' competencies in human aspects to address managerial and institutional problems and challenges in the current societal environment.

**018GRHUI2 Human Resources Management****4 Cr.**

This course provides a strategic vision for organizational management (ecclesiastical institutions including parishes, chaplaincies, movements, committees, or others). It emphasizes the essential role of human resources in achieving the objectives set by these organizations, ensuring their survival and development. Students will be familiarized with key concepts, basic practices, and tools of human resources management, enabling them to understand and manage the human capital with which they are currently, or will be, interacting.

**018STATM2 Applied Statistics in Religious Studies****3 Cr.**

This course familiarizes students with designing and organizing quantitative surveys using questionnaires, as well as analyzing and interpreting the results using SPSS software.

**018SDHTM1 Theological Hermeneutics Seminar****4 Cr.**

This seminar aims to provide the foundations of hermeneutical thinking in contextual theology. Theology as hermeneutics revolves around three axes: God, humanity, and society. This approach enables pastoral discourse and action to consider both God's view of the world and humanity's relationships within society. Pastoral action is conducted within an ecclesial context, thus relying on both verbal and non-verbal rules of hermeneutics. The seminar trains students to understand the hermeneutical nature of theology, to reflect on the relationship between theological hermeneutics and phenomenology, and finally, to interpret the content of Revelation for the historical context in which they are engaged.

**018ANALM4 Analysis of Problematics and Research Project****5 Cr.**

This course entails conducting personal research that showcases analytical skills, critical thinking, judgment, and the ability to conceptualize and/or design projects. It serves as the culmination of original research, culminating in a defense before an academic jury. However, before commencing the thesis, students must develop a research proposal. This proposal aims to define the research topic, establish the theoretical framework, outline various research objectives, and select appropriate techniques and methodologies.

This course focuses on the practical application of the methodology acquired by students. They are guided, starting from a conceptual framework and operational tools, to successfully complete their own research project.

**018THLIM1 Theology of Liberation****4 Cr.**

Liberation theology is "a hermeneutic of Christian faith in a situation of oppression and from the experience of the poor." Therefore, it does not represent the integration of a new theme into theology, but rather a new way of conceiving it: a hermeneutic of Christian faith from the perspective of the poor. It is a new phenomenon, as for the first time, a Catholic theology is born outside the European and North Atlantic centers.

**018EPPHM1 Epistle to the Philippians****4 Cr.**

The affectionate tone of Philippians reveals Paul's constant concern to foster the community's growth in the knowledge of Christ and in true Christian living. Drawing on Greco-Roman rhetoric and ancient Jewish traditions, the course will focus on highlighting the articulation of the letter's Christological and ecclesiological themes, as well as its poignant relevance for a life worthy of the Gospel.

**018TMJCM1      Eastern Theology and Mysticism according to the Thought of Jean Corbon      4 Cr.**

In Eastern theology, liturgy and mysticism form the heart of mystagogy—the royal life of deification. Christian life finds its ultimate fulfillment in participation in this deification through worship, the sacraments, and holiness of life.

God alone is holy. And God's holiness is synonymous with God's chastity. From this Source springs eternal life. Every baptized person, destined to live in holiness, is called to welcome the chastity of God and thus attain deification. This course proposes an in-depth reading of Jean Corbon's book, *Chasteté de Dieu, Déification de l'homme* (Librairie Saint Paul Press, Lebanon, 2022). In this book, the mystagogical approach unfolds, realized in the theology of Christian liturgy and mysticism.

**018TPJMM1      Protestant Theology through the Thought of Jürgen Moltmann      4 Cr.**

J. Moltmann has established a reputation among a wide German-, French-, and English-speaking audience, thanks to the translation of his theological works into several languages. The objective of this course is to explore Protestant theology through one of its great twentieth-century thinkers and theologians, following in the footsteps of K. Barth, R. Bultmann, J. Ebeling, W. Pannenberg, and others. Throughout the sessions, we will study the development of his thought through a selection of five of his major works: *Humanity*, *The Crucified God*, *Theology of Hope*, *God in Creation*, and *The Coming of God*.

**018RJJC1      Perspectives on Judaism and Jewish-Christian Relations      4 Cr.**

This course will present Judaism in both its diversity and its unity. It will then examine the connections between Jesus and the New Testament with Judaism, as well as the relationships between Jews and Christians: the challenges and issues within these relations. The course will provide keys to understanding the current situation by placing it in a broader perspective.

**018PROMM4      Thesis Project      5 Cr.**

After having written the thesis project in the course “Analysis of Issues and Research Projects,” the student works with a supervisor appointed by the Administration to further develop it. After submission, the project is discussed before a jury.

**018MEMTM5      Master's Thesis      20 Cr.**

The Master's thesis consists of personal research that demonstrates analytical skills, critical thinking and judgment, as well as an ability to conceptualize and/or design projects. The thesis is the culmination of original research work, followed by a defense before an academic jury.