

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 by cultivating ethical commitment, discernment skills, and the ability to analyze and evaluate missions in context.
- Foster a spirit of partnership, effective communication, 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 eschatological perspectives.
- Articulate faith through a prophetic dimension of proclamation and dialogue.
- Develop initiatives that incorporate ecclesial and religious diversity across various fields of action.
- Develop scholarly work using both theoretical and practical methodologies.
- Foster effective communication in service of communion and mission.

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.). Theology, Liturgy, and Popular Piety (4 Cr.). The Question of Evil, Theological Approach (4 Cr.). Biblical Anthropology (4 Cr.). Theological Anthropology (4 Cr.). Theology and Bioethics (4 Cr.). Christian Theology of Religions (4 Cr.). Contextual Theology (4 Cr.). Ancient Jewish Literature and the New Testament (4 Cr.). Theology of Liberation (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 Course	4
	Total	28

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 Course	4
	Total	25

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 Course	4
	Total	25

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

	Total	22
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Semesters 5 and 6

Code	Course Name	Credits
018MEMOM5	Thesis	20

COURSE DESCRIPTION

018TPRAM1	Practical Theology Level 1	4 Cr.
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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.
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This course focuses on 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.
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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 will receive guidance and supervision to support their professional development as pastoral practitioners.

018IMSHM2	Methodological Tools in Social Sciences	5 Cr.
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This seminar is part of the three methodology seminars offered in the Master's program. It enables students to approach their field of study through social science methods, notably the quantitative methods of sociology and the qualitative methods of 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 Relations (MRIC). In both programs, the final thesis largely relies on the practical approach to the studied reality.

018SEMKM1	Research Methodology Seminar	5 Cr.
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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.
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This course examines Christian ethics as a discipline that articulates the relationship between the profession of faith (dogmatic theology) and its liturgical celebration. It invites the believing community, as well as each individual believer, to live out this faith and the call to holiness in daily life.

Faithful following of Christ also involves attentive reception of the Church's "living" Magisterium as the authority responsible for interpreting Scripture. In moral matters, this requires the conscientious integration of the norms proclaimed by the Magisterium. 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.

018GCPAM1	Managing Pastoral Complexity	5 Cr.
This course examines the pastoral challenges faced by the Church in a changing world. In fulfilling its mission, the Church is increasingly shaped by its social context, which calls it to deepen its understanding of its role and mission. Pastoral agents are led to reflect not only on ecclesial activities but also on key aspects of pastoral management today, including relationships, authority, resource management, and conflict resolution. Being the Church in today's world for the sake of the Good News requires discernment of the opportunities offered by the Holy Spirit. This course provides tools and reflections to understand the complexity of pastoral leadership in a changing context.		
018MARPM4	Marketing and Public Relations	4 Cr.
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.		
018LCDGM2	Leadership, Communication, and Group Dynamics	4 Cr.
This course sets out criteria for assessing and evaluating leaders. Students will understand the essence of leadership and how to utilize it to build a more effective future.		
018GFCOM4	Financial Management and Accounting	4 Cr.
This course covers accounting and financial management concepts as follows: - Understanding the foundational principles of financial accounting and the process of translating significant ongoing operations into financial statements. - Evaluating investment choices using financial and economic criteria and developing financial forecasts.		
018TPN2M1	Practical Theology Level 2	4 Cr.
This course enables 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.		
018SCEPM4	Project Design and Implementation Internship	6 Cr.
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 professional development and approach as pastoral agents.		
018MANAM1	Management and Organization	4 Cr.
This course presents various management functions as well as the decisions and responsibilities of decision-makers operating in a turbulent environment.		
018EPOGM3	Entrepreneurship and Partnership 2: Management and Evaluation Tools	4 Cr.
This course focuses on managerial skills for pastoral development and change within an entrepreneurial vision. It is divided into two parts: A. Planning the actions of the pastoral project. B. Managing and evaluating the pastoral project.		
018CDIRM2	Behavior of Religious Institutions	4 Cr.
This course explores the institutions of religious communities, including religious, educational, and healthcare institutions. It examines organizations of different sizes and types, which may vary according to the population served, geographical context, 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.

This course examines the behavior of individuals and groups within religious institutions from a multidisciplinary perspective. It focuses on three main dimensions: 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.

This course equips students with the human and interpersonal skills needed to address managerial and institutional challenges in today's social environment.

018GRHUI2	Human Resources Management	4 Cr.
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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 resources with which they currently interact or will interact in the future.

018STATM2	Applied Statistics in Religious Studies	3 Cr.
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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.
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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.
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This course guides students in the preparation of their thesis. The thesis consists of original research that demonstrates analytical skills, critical thinking, judgment, and the ability to conceptualize and develop projects. It culminates in a defense before an academic jury. Before beginning the thesis, students must prepare a research proposal. This proposal defines the research topic, establishes the theoretical framework, outlines the research objectives, and identifies the techniques and methodologies to be used.

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

018THLIM1	Theology of Liberation	4 Cr.
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This course examines liberation theology, defined as "a hermeneutic of Christian faith in a situation of oppression and from the experience of the poor." Rather than introducing a new theme into theology, it proposes a new way of understanding and interpreting the Christian faith from the perspective of the poor. The course also explores the emergence of liberation theology as a major development in contemporary theology, being one of the first Catholic theological movements to originate outside the traditional European and North Atlantic centers.

018EPPHM1	Epistle to the Philippians	4 Cr.
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This course examines Paul's Letter to the Philippians, whose affectionate tone reflects his concern for the community's growth in the knowledge of Christ and in Christian living. Drawing on Greco-Roman rhetoric and Jewish traditions, the course highlights the articulation of the letter's Christological and ecclesiological themes, as well as





their enduring relevance for a life worthy of the Gospel.

018PROMM4	Thesis Project	5 Cr.
This course guides students in the development of their thesis project. Building on the research proposal prepared in the course “Analysis of Issues and Research Projects,” students work with a supervisor appointed by the Administration to further develop their project. Upon submission, the project is presented and discussed before a jury.		
018MEMTM5	Master’s Thesis	20 Cr.
This course guides students in the completion of their Master’s thesis. The thesis consists of original research that demonstrates analytical skills, critical thinking, judgment, and the ability to conceptualize and develop projects. It culminates in a defense before an academic jury.		
018ANTBM1	Biblical Anthropology	4 Cr.
This course examines the meaning of the human condition, a central question in today’s world marked by ecological, health, psycho-social, and geopolitical crises, as well as challenges linked to technological progress, the “augmented human,” and robotization. Drawing on foundational biblical texts, it seeks to define what it means to be human. What is the status of a creature made in the image and likeness of its Creator? What new perspective does Jesus Christ bring to the understanding of humanity?		
018ANTHM2	Theological Anthropology	4 Cr.
This course aims to deepen theological reflection by beginning with the question of evil and the problem of excess it represents. God is not the absolute origin of evil, which leads to a renewed inquiry into who God is. The course seeks a hermeneutical approach that supports faith while avoiding any form of idolatry. It also asks what becomes of humanity and whether there is another way of understanding the human being as both created and creative. Theology affirms that the human person is oriented toward a happiness beyond death, giving meaning to life in the light of the Resurrection.		
018LTNTM2	Ancient Jewish Literature and the New Testament	4 Cr.
This course explores how the early Christians understood the Scriptures, utilizing the fruits of a long tradition of interpretation, represented by Jewish traditions in the broadest sense. This course explores these re-readings by presenting an approach to the Jewish world at the threshold of the Christian era, through two complementary aspects: the Palestinian and Hellenistic milieus.		
018QMATM1	The Question of Evil: Theological Approach	4 Cr.
Key questions of this course include: How can we think about evil? How can we assign meaning to something that absolutely refuses it? Evil poses a challenge to philosophy and theology, as asserting the existence of an all-powerful and good God alongside the existence of evil presents a contradiction. Traditional theodicies have attempted to resolve this. Yet, thinking about evil is not enough; we must act to alleviate suffering and curb violence. This seminar aims to examine some of the attempts by philosophy and theology to address this challenge.		
017THCRM2	Christian Theology of Religions	4 Cr.
This course highlights how the theology of religions has become a new horizon in contemporary theology, engaging core foundations of the Christian faith, from revelation in Christ as the fullness of God’s Word to the affirmation of the uniqueness of the salvation He offers. Combining historical and reflective approaches, it revisits different conceptions of religious pluralism and analyzes the theological positions of key authors involved in this debate. It progresses through Christological, soteriological, and ecclesiological questions, while also presenting the position of the Catholic Church’s Magisterium. It further addresses interreligious dialogue as an essential dimension of the theology of religions, examining its theological and methodological foundations, as well as its relevance, conditions, and challenges in the encounter between Christianity and other religions.		



017STHCM2	Contextual Theology	4 Cr.
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This course examines how various theological currents over the past decades have argued that theology can no longer be practiced as a timeless or immutable discipline, but must be understood as contextual. Alongside the Bible and Tradition, context is presented as a fundamental dimension in shaping theological discourse. Since the 1970s, several Lebanese theologians from different churches have engaged this approach by addressing key issues of Christian presence in the Arab world, including Muslim-Christian dialogue, ecumenism, Church reform, and political theology, particularly in relation to the Israeli-Palestinian conflict and confessionalism in Lebanon. The course explores contextual theology in general, with a particular focus on Arab contextual theology in its Lebanese expression.

018TLPPM2	Theology, Liturgy, and Popular Piety	4 Cr.
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This course addresses the link between Theology, Liturgy, and popular piety in two aspects: a transmitter and a modifier of faith. How is theology celebrated in the Liturgy? How does the Liturgy express theological truth in worship, and what are the risks of drifting into parochial and paraliturgical ritualism? How can personal devotion be understood and practiced in harmony with the Church's liturgical worship? What is the role of exorcism, and what are the risks of perversions? All of this leads to questions about the origin of suffering and evil, stemming from the tendency to personify the "devil" and attribute to him the responsibility for our woes and the world's sin. Finally, the course proposes a case study based on facts and analysis within the framework of the theological and biblical commission of APECL.

018THBIM2	Theology and Bioethics	4 Cr.
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This course examines bioethics as a privileged meeting point of the secular and the religious, the natural and the artificial, hope and danger, and liberation and servitude, all of which resist one-dimensional interpretations. It explores the evolution of life sciences and health sciences and the way they reshape ethical reflection.