Program of Church Management

The Church needs to be exemplary in the stewardship of her material assets in order to give testimony to the gospel. The pastoral use of her material assets is a constitutive element of the Church, and the correct dealing with money is an important element of the spirituality of any person entrusted with leadership roles.

Pontificia Università della SANTA CROCE

MCE Markets Culture and Ethics

Pontifical University Santa Croce
Markets, Culture and Ethics Research Centre

Program of Church Management

COURSE CATALOG

Piazza di Sant'Apollinare 49, 00186 Roma
Tel. 06.68164487
Email: pcm@pusc.it– Website: www.pusc.it/pcm or www.romepcm.org

It has become increasingly apparent that there is a need for a managerial-administrative formation for those who will be responsible for the Church's material goods.

In raising awareness of this great need, not only have future priests and the economists of individual dioceses responded, but also members of the Church hierarchy, who are ready to contribute to a solution.

The *Pontifical University of the Holy Cross* has organized a course of formation for priests, lay persons and members of religious orders who work for the Church in economic and administrative capacities.

The Church needs to be exemplary in the stewardship of her material assets in order to give testimony to the gospel. The pastoral use of her material assets is a constitutive element of the Church, and the correct dealing with money is an important element of the spirituality of any person entrusted with leadership roles. Unlike secular business schools where students learn to create wealth and build businesses, this program will focus on how to serve the poor effectively and how to use the material assets of the Church honestly, according to Canon Law and good managerial practices in conformity with the principles of Catholic Social Teaching.

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Partners

Pontificia Università della Santa Croce

MCE Markets Culture and Ethics

LUISS BUSINESS SCHOOL

The Catholic University of America

Northwestern University Kellogg School of Management

Center for Catholic Studies
College of Arts and Sciences

University of St. Thomas

In cooperation with

Catholic Leadership Institute

my Catholic Faith Delivered™

Leadership Roundtable
Service. Excellence. Church Management.

Program of Church Management

Governance Structure

Chair
Martin Schlag

Academic Director
Robert Gahl

Rome Management Team
Fabio Angelini
Luca Mongelli
Marta Rocchi

Secretary Staff
Giovanna Buono

ADMISSIONS

Registration and Tuition

Registration deadline: October 31, 2017
Early bird registration: 10% discount for participants who register before June 15, 2017

Need-based and competitive scholarships are available.

For registration and scholarship application please go to **www.romepcm.org.**

Pricing

One Term **€1,750** Two Intensive Weeks + One Full Term	**Full Program** **€2,500** Four Intensive Weeks Two Full Terms	**One Week** **€650/week** 40 Hours of Instruction Choose from Four Topics
One 13-Week Term	Full Program Included	Choose a Week/s
Choose Fall or Spring	Two 13-Week Terms	Tailored to Needs
Option to Complete Later	Includes Final Field Work	
Full Access to Network	Pontifical Certificate	

EDITION 2018

First term
Full week: February 5-11, 2018
Tuesday afternoon from February 11 to May 20 (Easter week excluded): 4 hours per afternoon
Saturday mornings, February 17 and 24; May 11 and 18: 4 hours per morning
Full week: September 17-23, 2018

Second term
Full week: September 24-30, 2018
Tuesday afternoon from October 1, 2018 to January 20, 2019 (Christmas weeks excluded): 4 hours per afternoon
Saturday mornings, October 13 and 20; January 12 and 19, 2019: 4 hours per morning
Full week: February 4-10, 2019

Enrollment Options

Flexible schedule to accommodate existing and visiting students.
Students may enroll for **Full Program** (Two Terms)**, One Term**, or **Full Week**

Term One Feb. 5 2018 – Sept. 23, 2018 **Philosophical, Theological, Canonical Foundations & Economics**		**Term Two** Sept. 24, 2018 – Feb. 10, 2019 **Management & Finance**	
Full Week 1 Feb. 5-11, 2018	**Full Week 2** Sept. 17-23, 2018	**Full Week 3** Sept 24-30, 2018	**Full Week 4** Feb. 4-10, 2019
Ecclesiology I	*Accounting for Church Institutions*	*Crisis Management I*	*Management & Change of Ecclesiastic Orgs*
Negotiation	*Economic Foundations*	*Crisis Management II*	*Governance Design & Transparency in Church*
The Social Teaching of the Church	*Management Foundations*	*Finance and Assets Management*	*Planning & Controls*
Business Ethics & Anthropology of Orgs		*Fundraising I*	
		Fundraising II	

SUBJECTS BY TERM

Term I

Term I offers the foundations of theology, canon law, business ethics, economics, management, and accounting. These foundations are necessary to understand the subjects in Term II.

February, 5 – 11, 2018 – Full time week
• Ecclesiology 1 (8h) • Negotiation (12h) • The Social Teaching of the Church (8h) • Business Ethics and Anthropology of Organization (12h)

February-May 2018 – 13 weeks
• Governance Structures in the Church (12h) • Patrimonial Canon Law (12h) • Ecclesiology II (8h) • Team Building I (8h) • Leadership (12h) • Comparative Law and Economics – Financial Vatican Law (12h) • Team Building II (4h)

September 17 – 23, 2018 – Full time week
• Accounting for Church Institutions (22h) • Economic Foundations (10h) • Management Foundations (8h)

Term II

Term II offers courses on management and finance in the Church. They presuppose the notions learnt in Term I, and are of practical nature.

September 24 – 30, 2018 – Full time week
• Crisis Management I (8h) • Crisis Management II (8h) • Finance and Assets Management (16h) • Fundraising I (8h) • Fundraising II (4h)

October 2018-January 2019 – 13 weeks
• Church Communications and Accountability to the Faithful (12h) • Theory and Economics of Management (8h) • Organization Design (8h) • Pastoral People Management I (8h) • Pastoral People Management II (4h) • Entrepreneurial Lab for Social Impact Projects (12h) • Real Estate Management as Stewardship (4h) • Project Management (12h)

February 4 – 10, 2019 – Full time week
• Management & Change of Ecclesiastic Organizations (16h) • Governance Design and Transparency in the Church (12h) • Planning and Controls (12h)

COURSE DESCRIPTION

Term 1– Philosophical, Theological and Canonical Foundations, and basic Economics

- *Ecclesiology*
  Prof. Goyret - 8 h
  The aim of a "poor church for the poor" means using all the Church's assets for her institutional goals: evangelization, liturgy, and charity. The course explains the institution, nature and aim of the Church from a theological point of view.

- *Soft Skills Labs*
  - Team Building - *8 h*

- *Governance Structures in the Church*
  Prof. Puig - 12h
  The course explains the organizational law of the Church. Its knowledge is necessary in order to understand the institutional setting of Church Management.

- *Patrimonial Canon Law*
  Prof. Miñambres - 12h
  The course explains the Church laws regulating the use of the material assets of the Church.

- *Business Ethics and Anthropology of Organizations*
  Prof. Melé/Prof. Gahl - 12h
  The course will give the basic knowledge of business ethics, explaining the goods, norms, and virtues necessary in order to manage Church organizations in a way that fosters human dignity, liberty, and happiness through the pursuit of virtuous practices in institutions. The course is the philosophical introduction to the program.

- *Comparative Law and Economics - Financial Vatican Law*
  Prof. Angelini - 12h
  The course will introduce students to the economic analysis of law and to a comparative knowledge of legal concepts of law, in order to provide them with tools to a better understanding of different legal systems and foreign rules. The course aims also at giving an overview of the various Vatican laws regulating Church finance.

- *The Social Teaching of the Church on Labor and Business*
  Prof. Schlag - 8 h

The course examines current and classical ethical issues in Catholic Social Teaching, and applies theories of economic justice to Church management. It discusses rights and obligations of workers, the just treatment of Church employees, and labor legislation.

- *Economic Foundations*
  Prof. Griffiths - 10 h
  The main objective of this course is to provide the analytical toolkit and the conceptual framework required for understanding and interpreting the real world from an economic perspective. The course analyzes the basic elements of modern economic theory.

- *Management Foundations*
  Prof. Lecocq – 8 h
  The course aims at conveying basic notions of management, its principles, and practical applications in the Church. Skills and tools are required for good organizational choices and correct managerial behavior.

- *Accounting for Ecclesiastic Organizations*
  Prof. Stoeppl/RTI - 22 h
  The first part of the course will provide students with the principles of accounting that will enable them to develop proper financial reports and to analyze financial statements correctly. It will also focus on the specificity of accounting principles for organizations with social impact. The second part will focus on how to perform such analysis in the specific cases of parishes, dioceses and other kinds of ecclesiastic organizations.

- *Soft Skills Labs*
  - Leadership
    prof. Palazzo - 12 h
  - Negotiation
    Catholic Leadership Institute - 12 h

Term 2 – Management and finance

- *Governance Design and Transparency in Ecclesiastic Organizations*
  Prof. Seegers - 12 h
  In the last decades governance has become a very popular topic especially because of famous scandals and corporate frauds that in some cases have generated huge systemic crises (e.g. Lehman Brothers) also in ecclesiastic organizations. This increasing interest implies a call for a deep understanding of what the core governance principles are and how they should be implemented.
  The course presents both the governance theories and their practical implications in particular in terms of transparency with the aim of helping students to develop a critical understanding of ownership structures and governance mechanisms to correctly address related problems.

- *The Theory of Economics of Management & Organization Design*
  Prof. Boccardelli/Prof. Dandi – 16 h
  Organizations today have to face an increasing array of choices regarding markets, locations for key activities, outsourcing and ownership modes. Thus the first objective of the course is to provide students with a managerial approach towards economic issues, offer practical tools to judge critical choices and advance sustainable solutions. The second objective is to present to the students the practical implications of these choices in terms of organization design. Students will learn the main organizational models, the mechanisms which explain the functioning of an organization and how to setup a design process practically.

- *Pastoral People Management*
  Prof. Giustiniano – 12h
  The management of persons is a critical factor for organizations in order to provide "value" to the "client" (i.e. people they are supposed to serve), and more in general to all the kinds of stakeholders involved within the community where they are located. All aspects related to human resources (i.e. including acquiring, preparing, developing, and compensating employees, the work-life-family balance) can help organizations to meet their challenges. Thus an effective people management, especially in an ecclesiastic organization, requires an awareness of broader contextual issues, such as changes in the labor force and legal issues.

- *Church Communications and Accountability to the Faithful*
  Prof. Mendoza – 12 h
  With all of the improvements in communications technology, the diffusion of Christ's message and the communication of Church events is vastly different today than it was just a few years ago. This course is devoted to introduce students to the proper use of the Web (i.e. social media, blogs, etc.) and how the

Church's message can be communicated more effectively and completely, especially regarding economic affairs of the Church.

- *Fundraising*
  Prof. Brach – 12 h
  This module is designed to introduce students to two main perspectives of fundraising: first, using fundraising as a strategic way to engage people, endorse projects and to raise the awareness regarding the relevance of some activities at the institutional level; second, presenting the main practical techniques to perform an effective fundraising (donations, crowd-funding, EU and other public funds etc.)

- *Entrepreneurial Lab for Social Impact Projects*
  Prof. Mongelli – 12h
  The course introduces students to the concept of social innovation and its application in the form of entrepreneurial projects aimed at addressing some of the world's social problems creatively and proactively.
  Topics will include innovative socially sustainable entrepreneurial models, based on public/private partnerships, blended financial models and the up-and-coming field of social entrepreneurship. Students will also learn how to deal with the essential stages needed to develop the seed of an idea towards an effective, economically sustainable and social-impact oriented project

- *Project Management*
  Prof. Nenni – 16h
  The main objectives of the course are: to understand how to deal with project costs; to provide students with a comprehensive perspective on risk management; to understand critical success factors in project management; to empower personnel with the vocabulary, knowledge and competences to execute project supporting roles; to organize projects in a more efficient and structured manner using modern project management concepts and methods.

- *Planning and Controls*
  Prof. Zurlo – 12 h
  The course objective is focused on the planning and controls tools used in the forecasting, reporting and analysis processes, and how to implement a quality management system in the Curch.

- *Finance, Assets and Real Estate Management as Stewardship*
  Prof. Oriani - 20 h
  This first part of the course introduces the main principles of finance for organization, such as the weighted average cost of capital, the optimal capital structure, capital budgeting and cash flow analysis.
  The second part of the course provides students with an overview of how a portfolio of investments should be managed according to the related risk and expected economic return in the financial

market, the economic mechanisms at the base of the real estate value chain and the strategies to preserve the economic value of a real estate endowment.

- *Crisis Management*
  Prof. Keppel – 12 h
  Crisis management is one of the most critical activities that needs to be managed in the face of critical events that have the potential to seriously threaten and harm the organization, its stakeholders, or the general public.
  When crisis occurs, good managers have to learn how to deal with a lack of internal procedures, uncertainty and short decision time.

Final field work: Facing Ethical Challenges in a social or Church impact project

On the basis of the managerial tools acquired during the entire master, students can perform their final paper in two fashions:

1. By addressing a social issue through an entrepreneurial project, which should be not profit-driven but economically sustainable.
2. By proposing a set of managerial solutions aimed at improving the economic sustainability and efficiency of existing Church Organizations.

FACULTY

Fabio **Angelini** — Comparative Law and Economics – Financial Vatican Law

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Paolo **Boccardelli** — Theory and Economics of Management

Phil **Brach** — Fundraising I

Timothy R. **Busch** — Fundraising II

Claudia **Ciocca**

Real Estate Management as Stewardship

Roberto **Dandi**

Organization Design

Luca **Giustiniano**

Team Building & People Management

Philippe **Goyret**

Ecclesiology

Brian **Griffiths of Fforestfach**

Economic Foundations

Francis J. **Hoffman**

Management & Change of Ecclesiastic Organizations

Michael F. **Keppel**

Crisis Management

Pierre Lecocq

Economic Foundations

Domenéc **Melè**

Business Ethics and Anthropology of Organizations

Robert **Gahl**

Business Ethics and Anthropology of Organizations

Cristian **Mendoza**

Church Communications and Accountability to the Faithful

Jesus **Miñambres**

Patrimonial Canon Law

Luca **Mongelli** — Entrepreneurial Lab for Social Impact Projects — LUISS Guido Carli

Elena Maria **Nenni** — Project Management — LUISS Guido Carli

Raffaele **Oriani** — Finance & Assets Management — LUISS Guido Carli

Paolo **Palazzo** — Leadership — LUISS Guido Carli

Fernando **Puig**

Governance Structures in the Church

Pontificia Università della SANTA CROCE

Martin **Schlag**

The Social Teaching of the Church on Labour and Business

MCE Markets Culture and Ethics

Harvey **Seegers**

Governance Design and Transparency in the Church

THE CATHOLIC UNIVERSITY of AMERICA

Anthony **Stoeppel**

Accounting for Church Institutions

MCE Markets Culture and Ethics

Luanne **Zurlo**

Planning and Controls

THE CATHOLIC UNIVERSITY of AMERICA

CONTACTS

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