UNIVERSITY OF MUMBAI
No. UG/ 124 of 2017-18

CIRCULAR:-

       A reference is invited to the syllabi relating to the Master of Arts (M.A.) Programme **vide** this office Circular No.UG/217 of 2016-17, dated 4th January, 2017 and the Principals of the affiliated Colleges in Arts and the Heads of recognized Institutions concerned are hereby informed that the recommendation made by the Board of Studies in Leadership & Development at its meeting held on 17th February, 2017 has been accepted by the Academic Council at its meeting held on 11th May, 2017 **vide** item No.4.169 and that in accordance therewith, the revised syllabus as per the (CBCS) of Master of Arts in Leadership Science (Sem III & IV), which is available on the University's web site (www.mu.ac.in) and that the same has been brought into force with effect from the academic year 2017-18.

MUMBAI – 400 032

20(?) July, 2017

REGISTRAR

To

    The Principals of the affiliated Colleges in Arts and the Heads of Recognized Institutions concerned.

A.C/4.169/11/05/2017

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No. UG/ 124 -A of 2017   MUMBAI-400 032   20(?) July, 2017

Copy forwarded with Compliments for information to:-
1) The Co-ordinator, Faculty of Arts,
2) The Chairman, Board of Studies in Leadership & Development,
3) The Offg. Director, Board of Examinations and Evaluation,
4) The Director, Board of Studies Development,
5) The Professor-cum-Director, Institute of Distance and Open Learning (IDOL),
6) The Co-Ordinator, University Computerization Centre,

REGISTRAR

         ....PTO

Sem-III

5 group of electives (Select any one from each group) 6 credits per paper = total 30 credits. i.e each paper 100 marks.

Rules of exam -as per SEM -I & Sem-II, Rules will be same for Sem-III & SEM -IV

Sem-IV

2   papers & a project - total 22 credits

(I)- skillbased course. A student will select (any one) paper from the skilled based group.

(II)-Interdisciplinary (select any one) 6 credits.

(III) Project Work (10 credits).

Total marks for project work --300 marks

Passing marks for project work-120 marks

Group I

COGNITIVE DIMENSIONS OF

LEADERSHIP

Decision Science Syllabus

S. No.	Particulars	Sessions
UNIT I		
1	Introduction to Probability, Decision Theory, application of probabilistic measures to Decision Theory. Decision making under certainty, risk and under uncertainty Decision tree for decision making Bayesian approach in decision making Breakeven analysis under uncertainty Investment analysis under uncertainty	**3 Session of 3 Hours**
2	Single equations models with one and two explanatory variables plus ANQVA in regression analysis. Forecasting techniques.	**2 Sessions of 3 Hours**
3	Auto correlation. Heteroscedasticity multicollinearity distributed lag models; Simultaneous equations models	**2 Sessions of 3 Hours**
UNIT II		
7	Identification problems: Estimation of structural parameters by ILS, SSL, & IV	**7 Sessions of 3 Hours**
UNIT III		
11	Case Studies and Presentations.	**2 Sessions of 3 Hours**

Reference Text

• Quantitative Techniques in Management — N.D.Vora

• Quantitative Techniques in Management — J.K Sharma

• Econometrics — By Damodar Gujarathi

• Kotynous

LEADERSHIP (Prerequisites)
1. Definitions of leadership and followership • Motivational theory; common motives of leaders and followers • Identifying resources that affect your power and influence; use and misuse of power. • Role of competition and conflict in leadership roles. • Charisma, heroes, bullies and jerks.
2. Values as underpinnings of leadership • Understanding your own value system and how it influences choices, political views, personal and organizational decisions. • Organizational values –examples of values for well-known corporations. • Importance of shared values • Vision statements as organizing templates for where organizations or individuals are aiming. • Examples of individual and corporate vision statements • Developing and communicating your own view of what needs changing or what is possible.
3. EQ (Emotional Intelligence) versus IQ as essential leadership traits • Key elements of EQ: personal and social competencies • Dissonant leadership and brain chemistry • Leadership styles: different corporate and individual styles and when they work best.

DECISION-MAKING • (Non mathematical / philosophical aspect)
1. Problem definition and framing • The rational model of decision-making • Why rational models fail • Traps and cognitive barriers that lead to sub-optimal decisions
2. Groupthink versus the wisdom of crowds • Avoiding decision-making traps • Intuition: pros and cons • A new model of decision-making

LEADERSHIP AND DECISION MAKING •
3. Dealing with conflict • Resistance to change • Wrap-up

Knowledge Management

SL.No	Particulars	Sessions
1	**Introduction to Knowledge** ➤ Meaning of data, information, knowledge and expertise ➤ Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. explicit, general Vs. specific. ➤ Types of expertise – associational, motor skill, theoretical Characteristics of knowledge – explicitness, codifiability, teachability, specificity ➤ Reservoirs of knowledge	**2 Sessions of 3 Hours**
2	**Introduction to Knowledge Management (KM)**	**3 Sessions**

	➢ Meaning of KM, Relevance of KM in today's dynamic & complex environment ➢ Forces Driving KM ➢ Organizational issues in KM ➢ KM Systems & their role ➢ Future of Knowledge Management, ➢ Emergent KM practices	**of 3 Hours**
3	**KM Foundations and Solutions** ➢ KM Foundations: Infrastructure, Mechanisms, Technologies ➢ KM Solutions and components: Processes (Discovery, Capture, Sharing, and Applications) ➢ Knowledge Utilization Process ➢ Case studies of KM processes	**3 Sessions of 3 Hours**
4	**KM Infrastructure** ➢ Organizational Structure ➢ Organizational Culture ➢ Communities of Practice ➢ Information Technology Infrastructure ➢ Common Knowledge	**2 Sessions of 3 Hours**
5	**Organizational Impact of KM** ➢ Dimensions of KM Impact – People, Processes, Products & Organizational Performance ➢ Factors influencing impact – universalistic & contingency views ➢ Assessment of KM Impact – Qualitative & quantitative measures ➢ Identification of appropriate KM solutions	**2 Sessions of 3 Hours**
6	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* . Prentice Hall. ISBN: 0-13-109931-0.

2. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.

3. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.

4. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.

5. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

6. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.

7. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.

8. SheldaDebowski, Knowledge Management, Wiley India Edition.

COGNITIVE DIMENSIONS OF LEADERSHIP

LOGIC

UNIT I

I. Nature of Logic

a) Traditional and Modern definitions of Logic b) Basic features of Inductive and Deductive
    reasoning. Their uses in law courts
.c) Some basic logical concepts – Form, Content, Truth, Validity, Inference,
    Implication.

II   Terms a) Meaning of Terms – Connotation and denotation of terms – positive and negative terms,
contrary and contradictory terms.
b) Distinctions between – proposition and sentence, proposition and judgment, proposition and fact,
constituent and component.

III   Proposition
a) Traditional classification of proposition into categorical and conditional four –fold classification.
b) Reduction of sentences to their logical forms.
c) Distribution of terms in A, E, I, O propositions.
IV Modern classification of Propositions
a) Aim of modern classification, Kinds of
    simple and compound propositions and basic truth tables for compound propositions.
b) General propositions in Modern logic – universal and existential propositions.

UNIT II

Modern propositional logic.

Truth tables inference – direct and indirect reduction absurdum.

19 rules of inference.

Applications of 19 rules in decision procedure.

UNIT – III

I.Mediate Inference-Syllogism – Figures and Moods –Testing the validity of arguments.
II   Reduction-Aristotle's Dictum de omni et Nullo and the First Figure,Direct Reduction and Indirect
Reduction.
III   Hypothetical and Disjunctive Arguments,Rules and fallacies in the arguments with special reference
to Law
        Analysis of Rules and Inference and Rules of Replacement.
IV   Dilemma-Types of Dilemma Refutation of Dilemma- Values of Dilemma in Law.
V Fallacies-Its kinds. Fallacies and Law
VI   Hypothesis-Conditions of good hypothesis - kinds of hypothesis.
VII   Hypothetico-Deductive Method – stages of the-method as used in Science.Method Inquiry in Law.
VIII   Causation-Conception, common sense and scientific notion, plurality of causes.Maxims in relation to
causation –
causation in Legal Reasoning.

* i) In jure non remota caua sed proxima spectator – In law the immediate and not the remote cause is considered.

ii) Vis major/Actus Dei nemini Facit infuriam – Law holds no man responsible for the act of God.

iii) Volunti non – fit –injuria –Damage suffered by consent is not a cause of action.

ix) Respondent superior

IX   Uses of Language

Emotive words – Emotively Neutral language – kinds of agreement and disagreement.

Impediments to good reasoning.

X Application of Logical Reasoning

Equality and its Implications (Chapter II)

Ends and Means (Chapter XI – both the chapters are from the book Practical Ethics by Peter Singer).

Recommended Readings:

1. Introduction to Logic –K.T.Basantani.
2. Modern Introduction to Logic –L.S.Stebbing
3. An Introduction to Logic – Irving Copi – (Nineth Edition).
4. Practical Ethics by Peter Singer -Second Edition –Cambridge University Press.
5. Reason and Argument – Richard ,Feldmen – Prentice Hall International ,USA.
6. A Selection of Legal Maxims –Herbert Broom. Tenth Edition.

* indicates law related topics

GROUP II
Leadership in Education

Sr. No	Particulars	Sessions
UNIT I		
1	Theories of leadership and management in organizations	**1 Session of 3 Hours**
2	Theories of leadership and management in educational Organizations	**1 Session of 3 Hours**
3	Theories of leadership and management styles including emotional intelligence	**1 Session of 3 Hours**
4	Leading and managing educational change and improvement	**1 Session of 3 Hours**
5	Leadership for the learning community	**1 Session of 3 Hours**
6	Developing leadership and management skills and insights	**1 Session of 3 Hours**
7	Values, vision and moral purpose in educational leadership	**2 Sessions of 3 Hours Each**
UNIT II		
8	Theories and models of educational leadership (including curriculum , professional, academic, instructional and student centered leadership)	**2 Sessions of 3 Hours Each**
9	Theories of reflective practice and self-development	**1 Session of 3 Hours**
UNIT III		
10	Case Studies and Presentations	**2 Sessions of 3 Hours Each**
11	Issues of diversity in educational organizations, including issues related to biculturalism, gender and multiculturalism	**2 Sessions of 3 Hours Each**

References:

1. Democratic Leadership in Education: Leading Teachers, Leading Schools Series; Phil Woods
2. Ethical Leadership and Decision Making in Education: Applying Theoretical Perspectives to Complex Dilemmas; Joan Poliner Shapiro , Jacqueline A. Stefkovich , Joan Poliner Shapiro, Jacqueline A. Stefk
3. Strategic Leadership: Integrating Strategy and Leadership in Colleges and Universities ; Richard L. Morrill
4. Leadership for Social Justice: Making Revolutions in Education ; Maricela Oliva
5. Organizational Behavior in Education: Adaptive Leadership and School Reform; Robert G. Owens , Thomas Valesky
6. Leadership in Education: Organizational Theory for the Practitioner; Russ Marion

Group 2

Gender and Leadership

UNIT I

Discussion about femininity – the approach of care is it reflected in women leadership ? The qualities , functioning , challenges to women as leaders in different professions and occupations at social level. E.g. one's security,(rapes , murders etc.)

[Case studies – Women in armed forces , police , lawyers , judges , doctors , teachers , scientists (ISRO) , forensic expert Ms. Apte , etc.]

UNIT II

Political Leadership – Challenges

1) Are they really different from men ?
   Case studies like Indira Gandhi , Margaret Thacher , Ahilyabhai Holkare etc.
2) Are Home makers leaders ?
   Spiritual leaders – some case studies.
   Ancient – Medieval – Modern India.

UNIT III

Trans Genders – Rights – abilities – contribution – Kinnara's in Arthashastra.

Assignments , Group discussions – impacts and future dirtections , need of changing mindsets, case studies.

Book lists :

Butler Judith.___2007(1990) Gender Trouble London and New York : Routledge.

___ 1993. Bodies that matter. New York and London : Routledge.

___ 2010. The Second Sex Trans by Constance Borde and Sheila Malovany – Chevallier. London : Vintage.

Gatens , Moira. (1991). Feminism and Philosophy : Perspective on Difference and Equality.

Bloomington : Indiana University Press.

Harding, Sandra.1986. The Science Question in feminism. Milton Keynes : Open University Press.

__ 1996. "Rethinking Standpoint Epistemology : What is 'Strong Objectivity'?" In Feminism and science, ed.Evelyn Fox Keller and helen e.Longino, 235-248. Oxford : Oxford University Press.

Hein, Hilde and Carolyn Korsmeyer, eds.(1993). Aesthetics in Feminism in Philosophy Cambridge : Cambridge University Press.

Jaggar Alison and iris Marion Young eds. 1998. A Companion to Feminist Philosophy. Alison M. Jaggar and Irris Marion Young. Malden, MA : Blackwell.

Moi, Toril. 1985. Sexual/Textual Politics : Feminist Literary Theory. London : Meteun.

Nicholson, Linda. 1994. Feminism/Postmodernism New York and London : Routledge.

Suzi Tharu , K.Lalitha – Women writings in India.

Bhuvan Chandel, Shubhada Joshi – Ancient and medical women in India. PHISPC Delhi.

Group 2

POLITICAL LEADERSHIP

UNIT I

Liberal leadership

Leadership in democracy some characteristics features.

Critigue of democratic leadership.

Case studies.

UNIT II

Justice – Leadership fight for justice

Fight against exploitation.

Fight against slavery.

Fight for social equality (caste and gender).

Case studies.

UNIT III

Communist socialist leadership.

Characteristics and critique.

Leadership in middle east.

Characteristics and critique.

Case studies.

Books list :

Political Philosophy – D. D. Rapheal

Reunderstanding Human Rights – Ionna Kucuradi

Traditional culture and secularism – Dayakrishna

Freedom East and west – Fred Dallmyar.

Development of Modern Indian thought Social Sciences section V on political thought.

Ed.by Sabyasachi Bhattacharya (PHISPC).

Group -2

Socio-cultural leadership

Unit-I

Primary social institutions

Marriage-family-crucial role-nature of leadership-Is leadership required?

Impact of Science, Technology, Their Future case studies

Unit-II

Community leadership

Wealth & Value Creator, characteristics , Critique of impact of modernity

Case Studies

Unit-III

Religious Leadership

Wealth & Value Creators

Constructive to social harmony

Individual freedom etc

Case studies

Group discussions ,interactive sessions,

Seminars & field work will be essential part of the course

Books reference

Rising India& Indian communities in East Asia –K. Kesavapany, A man, P Ramaswamy

Modernization & community power –Murli Sinha

Community Leadership Development, a compendium of theory –Mark A Brennan 2014

Doing the right thing for children: Eight qualities of leadership – Maurice Sykes 2014

The Future of religious leadership .World religions in Conversation—Ed.Alon Goshen Gotlstein

GROUP III

INNOVATIVE LEADERSHIP

CREATIVE LEADERSHIP

I. (a) Aim and approach of Creative leadership
    (b) Relevance of Creative leadership in the modern age

II. (a) Impact of Culture on Creative leadership
     (b) Creative leadership and digital world

III. (a) Indian culture –its contribution to creative leadership
      (b) Role of music, dance and theatre in India- in shaping creative leaders.

IV.   (a) Role of Creative leadership in Education

      (b)Significance of Creative leadership in nurturing global peace

References

1. Aurobindo, The Foundations of Indian Culture , Sri Aurobindo Ashram, Pondicherry
2. Aurobindo, Sri Aurobindo & The Mother on Education,Sri Aurobindo Ashram , Pondicherry
3. Adam M. Grant, *Originals: How Non-Conformists Move the World*,Penguin

4. Sydney Finkelstein, *Superbosses: How Exceptional Leaders Master the Flow of Talent* (Portfolio)

5.Goffee, Rob & Jones, Gareth,' Why should anyone work here? What it takes to create an authentic organization'. Harvard Business Review Press.

6. Bharat Anand, *The Content Trap: A Strategist's Guide to Digital Change* (Random House)

7. Chinn, Peggy, Peace And Power: Creative Leadership For Building Community

8. Denhardt Janet, The Dance of Leadership: The Art of Leading in Business, Government and Society

GROUP III

INNOVATIVE LEADERSHIP
 ENLIGHTENED LEADERSHIP

I (a) Non-enlightened leadership and Enlightened leadership

   (b)   Significance of Enlightened leadership in the global

      world.

 II. (a) Enlightened leadership and Swami Vivekananda's
exposition on four Yogas.

    (b) Role of Vipassana and Preksha meditation in developing

       Enlightened leadership

III. (a)Enlightened leadership –its role in prevention of human
rights violation

   (b)Enlightened leadership and Secularism.

IV. (a) Enlightened leadership- Training modules based on

        Indian philosophical thought

     (b) Challenges to Enlightened leadership in the global world

References

1. Vivekananda, Swami. The Complete works of Swami Vivekananda, Advaita Ashram, Calcutta

2. Chetananda, Swami, Voice of Vedanta, Adviata Ashram, Calcutta.

3. Pattnaik, Devdutta The Leadership Sutra: An Indian approach to Power.

4. Kellerman, Barbara Bad Leadership: What It Is, How it Happens,Why it matters. Harvard Business Press,2004.

5. Goenka, S.N, Meditation Now –Inner Peace through Inner Wisdom,Pariyatti publishing,2012.

6. Vibha, Vishrut, An Introduction to Preksha Meditation,Jaina Vishva Bharati (2009)

7. **Oscar, Aria** Leadership for Human Development: the International Leadership Series.,Universal publishers (2003)

8. **History Culture and Truth –** essays presented to D.P. Chattopadhyaya.
   Ed. Daya Krishna. PHISPC

9. Sri Aurobindo's philosophy on culture – G.C.Pandey 274 to 281.

GROUP III

INNOVATIVE LEADERSHIP

Leadership for Transformation

Unit I

(a) Philosophy of Transformation -Indian philosophical perspective
(b) Leadership for Transformation : Aim & Approach

Unit II

(a) Leadership for Transformation at the global level
For global peace –initiative of world leaders
(Case studies of leaders at the global level)

(b) Leadership for Transformation at the national level
For empowerment- Economic, Social and political
(Case studies : Mohammad Yunus, Nelson Mandela, B.R.Ambedkar)

Unit III

(a) Leadership for Transformation –from crisis to contentment
(b) Leadership for Transformation : Skills based training
(Important life skills to be nurtured)
(Case studies :Yoga intervention, Vipassana techniques, Preksha meditation)

Unit IV

(a) Leadership for Transformation- future goals

(b) Need for leadership for Transformation in India: Public & Private sector initiatives

(Case studies: Tata , Indian railways (Kokan railways)

Reference books

1. Bhargava, Shivganesh Transformational Leadership: Value Based Management for Indian Organizations , Response books (2003)
2. Hiriyanna, M Outlines of Indian Philosophy .Motilal Banarsidas (1993)
3. Barbour, Joann & Hickman Gill (Edited), Leadership for Transformation .Jossey –Bass (2011)

4. Issac William   Dialogue: The Art of Thinking together. Doubleday publishers
5. Schulyer, Kathryn, Inner Peace-Global Impact : Tibet Buddhism ,Leadership and work.Information Age publishing (2012)
6. Gandhi,M.K (Author) , Merclon Thomas (Editor), Gandhi on non-violence: A selection from his writings . New Directions publishers (1965)
7. Ashokan,M.S   Karmayogi: A Biography of E.Sreddharan . Penguin books ,India (2005)
8. Yunus, Muhammad, Banker to the poor. Public Affairs (2007)
9. Yunus, Muhammad, Creating a world without Poverty .Public Affairs (2007)
10. Dadab, Bakhtiar , Jeh: A Life of J.R.D. Tata (2005)
11. Lala, Russi, In search of Ethical Leadership. Vision books (2006).
12. Lala, R.M, The Joy of Achievement-conversations with J.R.D Tata .Penguin books.
13. Jadhav,Narendra . Dr. Ambedkar: Awakening India's social conscience .Konark publisher (2014)
14. Omvedt, Gail   Ambedkar:Towards an Enlightened India . Penguin books (2008)
15. Bowerman,Richard   10 Leadership lessons from Nelson Mandela's life. Well Being publishing House.

Group IV

Administrative leadership transformational

Unit 1

1)   Policy & decision making

2)   Centers of adminstration ,distribution of powers (from Gram panchayat to State and central government)

3)   Functioning of the system   - leadership without leader.

Unit 2

1)   Executing thr policies and decisions - reaching out to people.

2)   Participation of the people / citizens / stake holders.

3)   Motivating the people and the leaders.

4)   Challenges to adminsitartion and problems in administration.

Unit 3

        Knowing about administration- schemes at different levels.Dialogue between able administrators, policy makers , from various sections.

        Field work , assignments , reports , suggestions , for effective implimentation of various welfare schemes compare with Arthashastra especially roles of amatya.

Books List :

Administration - ll a to i in the list.

Leadership and management develop - Jan

Leading the top team challanges. - Preston

Team building and leadership - Bhargava

Dynamics of leadership in public service - Vanwart

Power distance - Ramesh Krishnamurti.

Emerging leadership pattern in Rural India an empirical study. 1984.

Democratic decentralization and grass root leadership in India – Subhabrata Datta Mitlal , Delhi.

GROUP IV

LOGISTICS OF LEADERSHIP

ANALYSIS OF LEADERSHIP

I (a) Knowing a leader- the journey from within to without

 (b)Need to analyse emerging patterns of leadership

II. (a) Indicators of emerging patterns of leadership

 (b) Intelligent quotient (IQ) and Leadership

III. (a) The emotional realm of leadership

 (b)Importance of Emotional quotient to leadership

IV. (a) Spiritual quotient –its connect to leadership

 (b)New emerging aspects of leadership- Values quotient.

References

1. Laszlo Zsolnai, Spirituality and Ethics in Management

2. Goleman, Daniel ,Boyatzis Richard, Mckee Annie, Primal leadership, Harvard Business Review Press (2002)

3. Goleman, Daniel What makes a Leader:Why Emotional Intelligence matters (2014)

4. Caldwell, Dale Intelligent Influence: The 4 steps of Highly successful leaders and organizations (2012)

5. Zohar, Danah & Marshall Ian   S.Q :Connecting with out spiritual intelliegence.

6. Brewer , Mark   What's your spiritual quotient? (2008)

7. Cohan ,Peter   Value leadership: The 7 principles that drive corporate value in any economy.

Group IV
Logistics of Leadership

Strategic Leadership

This course is a Master level reading and class room discussion   are based on past facts and history of global as well as Indian perspective

Unit 1:Course Overview and Key Concepts

Defining Leadership: Power and   Purpose

Leadership versus Management

Unit 2:   Organizational Design & Culture

Visionary and Transformational Leadership

System and group dynamics

Unit 3: Values and Ethical Leadership

Leadership: Taking a Broader Stakeholder Perspective

Leveraging resources to create value

Unit 4: Managing chaos and conflict

Boundaries and partnership

Recommended Books and Articles

1. Strategic Leadership: How to Think and Plan Strategically and Provide Direction (The John Adair Leadership Library) Hardcover – November 20, 2010,by John Adair (Author) .
2. The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future Hardcover – March 7, 2016 ,Wiley..
3. Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success 2nd Edition by Richard L. Hughes (Author), Katherine M. Beatty (Author), David Dinwoodie (Author) ,CCl Publishers.

4. Strategic leadership and organizational learning , Vera, M Crossan - Academy of management review, 2004 - amr.aom.org

GROUP V

CLASSICAL AND CONTEMPORARY LEADERSHIP

CORPORATE LEADERSHIP

Unit I – Objective of business Leadership.

- Wealth creation – Business community and wealth creation. Responsibilities and roles.
- Job creation – The need of society and families.
- Employee to employer mindset – Earning for oneself, and earning for a company

Unit II – Different aspect of Corporate Leadership.

- Industry (manufacturing) – Dealing with a different types of employees. Educated to uneducated, skilled to unskilled. Dealing with Union problems
- IT / Technology companies – Dealing with educated highly skilled professionals. Global challenges and cross cultural employee management.
- Women's in Corporate Leadership – Challenges in work-life balance. Managing families and high pressure jobs.
- CSR – Corporate Social responsibilities. Projects companies can take under CSR activities. Is it a law or an attitude of the company?

Unit III – Entrepreneurial Leadership.

- Start ups – Challenges of a new generation start ups. Why most of the start ups fail? (P-P model) – Being a President and Peon in your own start up.
- Funding – Raising funds for your start up. From Venture Capitalist funding, to investors to Capital markets.

<u>Case Studies   :</u>

- Valve based Corporations (Tata / Infosys)
- Leadership Challenges (Tata / Infosys)
- Business communities -
- From family run businesses to professionally run business.

Books :

Accedential Billionaries – Penguin Books.

Good to Great – Jim Collins.

Principle Centered Leadership – Steven Covey

Business Maharajas – Gita Piramal.

Even I had a dream – Rashmi Bansal

Stay hungry stay foolish – Rashmi Bansal

Corporate Chanakya - Jaico Books.

GROUP V
CLASSICAL AND CONTEMPORARY LEADERSHIP
Indian Ethos in Leadership Science
Syllabus

S. No.	Particulars	Sessions
UNIT I: Indian Ethos and Leadership		
1	Indian Ethos: Concept, Culture, Management and leadership. Leadership Concepts and Practices from Ancient, Medieval and Modern India, Exemplary Leadership based on Indian Ethos	**3 Session of 3 Hours**
2	Sources of Indian Ethos in Leadership: Vedas, Shastras, Smrities, Purans,Upnishads, Ramayana, Mahabharata, Arthashastra, Ramcharitmanas, Chanakya niti, Panchatantra, Hitopdesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran.	**3 Sessions of 3 Hours**
UNIT II: Excellence in leadership		
3	Values for Leadership: Values Vs Skills, Value System, Values and Purity of Mind, Indian Values and Wisdom relevant to modern management and leadership. Human Behaviour, Indian thoughts, Guna Theory, Karma Theory and Sanaskar Theory. Spirituality for Leadership Excellence.	**4 Sessions of 3 Hours**
4	Models of Motivation and Leadership in Indian thoughts, examples from scriptures, Work Ethics and Ethics in Work. Indian Heritage and Corporate Social Responsibility. Life Goals or Purusharthas Professionalism and Karma Yoga	**2 Session of 3 Hours**
UNIT II: Paper reading, Eklavya Session, Flip Classroom Sessions		
5	Paper presentations and Case writing on the above mentioned topics	**3 Sessions of 3 Hours**

Reference Text

[1] Mark Tully, India's Unending Journey, Rider, 2007.
[2] Arthur Cotterell, Roger Lowe and Ian Shaw, Leadership: Lessons from the Ancient World, Wiley, 2009.
[3] Alan Axelrod, Gandhi CEO, Sterling,2010
[4] APJ Abdul Kalam, Indomitable Spirit, Rajpal, 2010
[5] Gopalakrishnan, R, The Case of the Bonsai Manager, Penguin Portfolio, 2007.
[6] Manikutty, S and S. P. Singh, Essence of Leadership: Explorations from Literature, Macmillan, 2010 7. Krishna, G.R, Indian Ethos for Modern Management, UBS Publishers Distributors Ltd, 1999.
[7] Swami Bodhananda, Indian Management and Leadership, Bluejay Books, 2007.
[8] Amartya Sen, Argumentative Indian.
[9] Ashok R Garde, Chanakya on Management, Jaico Publishing House, 2006.
[10] Jack Hawley, Reawakening The Spirit In Work, Tata McGraw-Hill Publishing Company Limited, 2008.
[11] Kamath, M.V. Gandhi: A Spiritual Journey, Indus Source Books, 2007.
[12] Keshavan Nair, A Higher Standard of Leadership: Lessons from the Life of Gandhi, Berrett-Koehler Publishers, San Francico, 1997.
[13] Anand Kumarasamy, Gandhi on Personal Leadership, Jaico Publishing House, 2006.
[14] Bhatti, J.R, Total Quality Leadership, New Age International Publishers, 2007
[15] Towards the optimal organizations (Indian Culture and Management) : Rayen. K.Gupta

(Excel Publishing)
[16] The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
[17] Vedic management: Krishna Saigal (gyan Publishing House, New Delhi)

GROUP V
CLASSICAL AND CONTEMPORARY LEADERSHIP
Leadership through historical sources

Unit I – Epigraphs
   a) Hathigumpha Inscription of Kharavela
   b) Naneghat Inscription of Naganika
   c) Nasik Cave Inscription of Nahapana
   d) Nasik Cave Inscription of Vasithiputa Pulumavi, 19th Regnal Year
   e) Junagarh Inscription of Rudradamana
   f) Nagarjunikonda Inscription of Virapurisadatta, 6th Regnal Year
   g) Sarnath Buddhist Image Inscription of Kanishka, 3rd Regnal Year
   h) Allahabad Prashasti of Samudragupta
   i) Mathura Inscription During the Reign of Chandragupta II, GE 61
   j) Poona Plates of Prabhavatigupta
   k) Indore Plates of Pravarasena II, 23rd Regnal year
   l) Aihole Inscription of Pulakesin II
   m) Tanjour inscriptions

Unit II – Kings with Leadership qualities till Gupta period
   a) Chandragupta Maurya and Ashoka
   b) Kanishka
   c) Gautamiputra Satavahana
   d) Samudragupta
   e) Chandragupta II
   f) Pravarsena II

Unit III – Kings with Leadership qualities till Post-Gupta period
   a) Pushyabhutis of Thaneshwar: Harshavardhana
   b) Chalukyas of Badami- Pulakesin II
   c) Pallavas -Narasimhavarman
   d) Cholas – Rajaraja
   e) Yashovarman of Kannauj

Recommended Readings

Allchin, F.R. and K.R. Norman 1985. Guide to the Ashokan Inscriptions,
South Asian Studies, I: 49-50.
Bhandarkar, D.R. 1935-36.A List of the Inscriptions of Northern India in Brahmi and
its Derivative Scripts, from about 200 B.C. Appendix to Epigraphia Indica vols. 19-
23.
Bhandarkar, D.R. 1981.Inscriptions of the Early Gupta Kings
(Bahadurchand Chhabra and Govind Swamirao Gai eds.). Corpus Inscriptionum
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Mehendale, M.A. 1948.Historical Grammar of Inscriptional Prakrits.
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Mehendale, M.A. 1948.Asokan Inscriptions in India (Linguistic Study together with
Exhaustive Bibliography).Bombay: University of Bombay.
Mirashi, V.V. 1981.The History and Inscriptions of the Satavahanas and the Western
Kshatrapas.Bombay: Maharashtra State Board of Literature and Culture.
Pandey, R. 1957.Indian Palaeography.Delhi: Motilal Banarasidas.
Raghunath, K. 1998.Ikshvakus of Vijaya Puri: Study of the Nagarjunakonda
Inscriptions.Delhi: Eastern Book Linkers.
Ramesh, K.V. 1984.Indian Epigraphy.Delhi: Sundeep Prakashan.

Rea, Alexander 1997 (Reprint).South Indian Buddhist Antiquities. Archaeological Survey of India New Imperial Series Vol. XV.New Delhi: Director General, Archaeological Survey of India.

Salomon, Richard 1998.Indian Epigraphy.New delhi: Munshiram Manoharlal Publishers Pvt. Ltd.

Shastri, A.M. 1996-97. Some Observations on the Origin and Early History of the Vikrama Era,Prachya Pratibha,vol. XVIII: 1-51.

Shastri, A.M. 1966. The Saka Era, Panchal,vol. 9: 109-132.

Sircar, D.C. 1965. Indian Epigraphy.Delhi: Motilal Banarasidas.

Sircar, D.C. 1986 (3rdedition). Select Inscriptions. Vol. I. Delhi: Asian Humanities Press.

Srinivasan, P.R. and S. Sankaranarayanan 1979. Inscriptions of the Ikshvaku Period. Hyderabad: Andhra Pradesh Government.

Woolner, Alfred C. 1924.Asoka Text and Glossary(parts I and II). Lahore: The University of the Panjab, Lahore

INTERDISCIPLINARY

Logical Reasoning (Indian & Western)

UNIT I: Nature of Logical Reasoning

Logic beyond Induction and Deduction

Laws of Thought

Truth and Validity

UNIT II: Study of "Definition"

'Definition' according to Indian Logic

'Definition' according to Western Logic

Possibility of Incomplete Definition

UNIT III: Nature and Kinds of Fallacies

Fallacies in Indian Logic

Fallacies in Western Logic

Role of Language in Logical Reasoing

UNIT IV: Categories of Syllogism

Syllogism in Indian Logic

Syllogism in Western Logic

Role of 'Example (Drstanta)' in Syllogism

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Books for Reference:

1. Copi Irving, (1979), Introduction to logic, 5th Edition, MacMillan Pub. Co., New York.
2. Copi Irving, (1994), Introduction to logic, 9th Edition, Copi Irving, MacMillan Pub. Co., New York.
3. 'Tarakasangraha' of Annambhatta with the author's own 'Dipika' Revised and Enlarged Second Editors: Athalye, Y.V. and Bodes M.R. (Bhandarkar Oriental Research Institute, Pune).

4. 'The Nyaya Theory of Knowledge' – Satishchandra Chatterjee (University of Calcutta, Calcutta).
5. 'Critique of Indian Realism' – Dharmendra Nath Shastri, Bhartiya Vidya Prakashan, Delhi, 1964.
6. Indian Logic in Early Schools – H. N. Randle (Oriental Books Reprint Corporation 1976)
7. Recollection, Recognition and Reasoning: Study of Jaina Theory of Paroksa Pramana, by Prof. Antarkar, Prof. Gokhale and Dr.. Katarnikar, Satguru Publications, New Delhi, 2011.
8. Tarkshashastra, (Hindi Book) 4ᵗʰ Edition, Krishna Jain, D.K. Printworld, New Delhi, 1998.
9. Tarkshashtra – Traditional and Symbolic Logic, (Marathi Book) Dr. Sunita Ingle and Prof. Vandana Ghushe, Vasu Prakashan, Nagpur, 2004.

Symbolic Logic

(Second Order Sentential Logic)

Unit I:

a. Basic Concepts involved in Second order sentential logic/Predicate logic. Singular and General Proposition
b. Difference between Propositional function and Proposition, Singly General Proposition and Multiply General Proposition, Symbolization of Singular and General Propositions.

Unit II:

a. Rules governing quantification, Guidelines for correct application of quantification rules- U.G., E.G., U.I., E.I.
b. Identify mistake to the erroneous quantificational proof.

Unit III:

a. Providing validity of an argument
b. Boolean interpretation of Square of Opposition

Unit IV:

a. Logical Equivalences of quantification, Logical Truths involving quantifiers,
b. Prenex Normal Form; Reduction of the given formula to its P.N.F.

References:

1) Introduction to logic, Fifth Edition, Copi Irving,MacMillan Pub. Co., New York.

2) Symbolic logic, Copi Irving, MacMillan Pub. Co., New York.

3) Introduction to logic, Suppes Patrick, East West Press Pvt. Ltd, New Delhi.

4) Elements of logic, J. Sta Maria, New Literature Pub. Co., Mumbai.

5) Symbolic Logic – Irving Copi, 5th Edition, Colleier Macmillan Publishers,
London,   Macmillan Publishing Co., Inc., New York.

6) 'Introduction to Logic – Patrick Suppes', Van Nostrand Reinhold Co. New York

7) Tarkshashastra, (Hindi Book) 4th Edition, Krishna Jain, D.K. Printworld, New Delhi, 1998.

8) Tarkshashtra – Traditional and Symbolic Logic, (Marathi Book) Dr. Sunita Ingle and Prof. Vandana Ghushe, Vasu Prakashan, Nagpur, 2004.

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SEM IV

Leadership – a communication perspective (Interdisciplinary course)

This course explores the communication and its uses for leaders in different situations. The course encourages the learner to investigate communication strategies and tactics of leaders in the family and the community. The courselooks at intrapersonal, interpersonal and public communication. It also deals with communication within organisations and institutions.

The course shall comprise of the following units :

UNIT I	• Leadership and communication, viewing leadership from a communication perspective	Leadership: A Communication Perspective, Sixth Edition By Michael Z. Hackman, Craig E. Johnson, Waveland Press, Inc, 2013
	• Leadership and followership communication styles	
	• Traits, situational, functional and relational leadership	Teamwork, Leadership and Communication: Collaboration Basics for Health ... By Deborah Lake, Krista Baerg, Teresa Paslawski, 2015
	• Transformational and charismatic leadership	
	• Leadership and power	
UNIT II	• Leadership and influence	
	• Leadership in groups and teams	
	• Leadership in organisations	
	• Public leadership	
	• Influencing public opinion	
UNIT III	• Public Relations – internal and external	
	• Leadership and diversity	
	• Ethical challenges in leadershipcommunication	
	• Intrapersonal communication for a leader	
	• Communicating in a crisis	

Class methodology

This is a six credit course. It will involve teaching-learning for four hours a week for a period of 15 weeks. Of the total 60 teaching-learning hours, 40 will comprise the central teaching component while 20 hours will comprise the self-study component. The self-study component will consist of doing case studies that will be assigned by the teacher. The 40 hour teaching component will include preparing a communication plan for a specific client and presenting it. The assignment will be for 25 marks.

The self-study component of 20 hours will include conducting a survey or interviews. This will be evaluated for 15 marks. The self-study component assigned in this manner will be related to or an extension of but not in lieu of the prescribed syllabus.

INTERDISCIPLINARY

Science, Technology & Innovation led Development & Leadership

1. Science, Technology & Development dynamics
   a. Science, Technology & Innovation Policy 2013
   b. Development Indicators & policies for inclusive growth
   c. Sustainable Development Goals
   d. Technology Vision India
2. Community & Industry initiatives for sustainable development
   a. Principles & Practice of collective action
   b. Environmental Ethics
   c. The UN, regional and national level interventions
   d. India's sectoral strategies for community engagement
3. Legal frameworks, Institutional and financial mechanisms
   a. Common / Criminal Law mechanisms in environmental management
   b. Strict /absolute liability; Precautionary principle & Common / differentiated responsibility & capabilities
   c. Development funding mechanisms
   d. Technology transfer & adaptation
4. Multilateral agreements
   a. Science Culture & leadership that leads collective action
   b. Conventions & Protocols
   c. Sovereignty & Co-operation
   d. Public Trust

Some important books for the Course

1. World Development Indicators Featuring the SDGs 2016
2. Governance & the Law
3. Science & Engineering Indicators NSF 2016 Environmental Justice and Environmentalism: The Social Justice Challenge to the Environmental Movement by Sandler & Pezzulo 2007 MIT Press
4. 17 Sustainable Development Goals & 17 Partnerships UN DES 2015
5. The Sustainable Development Goals are Coming to Life. Stories of Country Implementation & UN Support. United Nations Development Group 2016
6. Technology Vision 2035 India TIFAC DST.
7. Environmental Governance by Lamont Hempel 1996 Island Press
8. Science, Technology & Innovation for Sustainable Development in Asia & the Pacific. Policy Approach for Least Developed Countries UNESCAP 2016.
9. The Inclusive Growth and Development Report 2017 WEF
10. Community Biodiversity Management promoting resilience and the conservation of plant genetic resources edited by Walter Simon de Boef, Abishkar Subedi, Nivaldo Peroni, Marja Thijssen and Elizabeth O'Keeffe EARTHSCAN / Routledge
11. The Future of Productivity OECD 2015.

12. http://hdr.undp.org/sites/default/files/2015_human_development_report.pdf & http://hdr.undp.org/en/content/national-human-development-report-2016
13. http://www3.weforum.org/docs/WEF_Forum_IncGrwth_2017.pdf
14. file:///C:/Users/R%20Gopichandran/Downloads/1-s2.0-S0362331914000640-main.pdf
15. http://www.un.org/esa/ffd/wp-content/uploads/2016/03/2016-IATF-Chapter2G.pdf
16. http://cmydiprod.uksouth.cloudapp.azure.com/sites/default/files/2016-10/2016%20Global%20Youth%20Development%20Index%20and%20Report.pdf
17. https://sustainabledevelopment.un.org/content/documents/211617%20Goals%2017%20Partnerships.pdf
18. https://undg.org/wp-content/uploads/2016/07/SDGs-are-Coming-to-Life-UNDG.pdf
19. http://www.anilkakodkar.in/assignments/Technology-Vision-2035.pdf
20. http://www.oecd.org/sti/inno/MSTI_documentation_e.pdf
21. https://www.nsf.gov/statistics/2016/nsb20161/uploads/1/nsb20161.pdf
22. https://www.crisil.com/pdf/economy/CRISIL-Outlook-Fiscal-2017.pdf
23. ABLE
24. http://wrmin.nic.in/writereaddata/Water_Framework_May_2016.pdf
25. http://www.unescap.org/sites/default/files/STI-LDCs%20book.pdf
26. file:///C:/Users/R%20Gopichandran/Downloads/16EnvtlLRev183.pdf
27. http://www.unep.org/delc/Portals/119/publications/Speeches/INDIA%20.pdf
28. http://www.aaas.org/sites/default/files/content_files/NisbetMarkowitz_ScienceAttitudesReview_AAAS_Final_March10.pdf
29. https://www.oecd.org/eco/OECD-2015-The-future-of-productivity-book.pdf
30. http://databank.worldbank.org/data/download/site-content/wdi-2016-highlights-featuring-sdgs-booklet.pdf

Syllabus https://www.bspschool.com/images/pdf/syllabusp1.pdf

http://www.straitstimes.com/sites/default/files/attachments/2017/01/16/st_20170116_vnchart2_2875750.pdf

http://data.worldbank.org/data-catalog/world-development-indicators

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SKILL BASED DEVELOPMENT

Critical Thinking

UNIT I

A. Critical Thinking: Logical, consistent and argumentative; what is an argument
B. Creative Thinking: Literary, metaphorical and innovative: can creativity and critical thought be reconciled?
C. Theorizing Experience: What is experience? Is the empiricist perspective adequate for theorizing experience? Is experience always first-person?

UNIT II

Debates in Indian Philosophy

A. Realism-Anti-realism debate (the debates about the status of the world among the Vedantins, Buddhists, Sankhya, Nyaya and Jainism
B. Internalism-Externalism debate (the debates about the norm of validity of knowledge among the Nyaya, Buddhists, Jainas and the Mimamsakas)
C. Debate on Purusarthas (the arguments regarding one, two, three and four Purusarthas as well as about the compatibility of these concepts, contemporary views on Purusarthas, e.g. Daya Krishna, Rajendra Prasad, Barlingay)

UNIT III

Social Location: Race Gender and Caste-

A. Race and philosophy: Appiah, Bernasconi, Mills
B. Caste and theory: Guru, V. Geetha, Rege
C. Gender and philosophy: Irigaray, Alcoff and Kelkar

UNIT IV

Counter-Perspectives in Contemporary Indian Philosophy

A. Three Myths about Indian Philosophy: Daya Krishna-
B. Conceptions of Indian Philosophy: K. Sacchidananda Murthy-
C. Tradition and Modernity in Indian Philosophy- J.N. Mohanty-

Books for Reference:

"Philosophy in India" Dr. MurtySatchidananda K. (Pub. MotilalBanarasidas, Delhi, 1985),

"Indian Philosophy: A Counter Perspective", Prof. Daya Krishna, (Pub. Oxford University Press, New Delhi, 1991.)

"Explorations in Philosophy: Indian Philosophy" Prof. Mohanty, J.N. (Pub. Oxford University Press, New Delhi, 2001)

"The Philosophy of NyayaVaisesika& Its conflict with the Buddhist Dinnaga School",

ShastriDharmendraNath,BhartiyaVidyaPrakashan, New Delhi, (1976)

"Indian Realism" Dr. Mukherjee Satkari

Alcoff, L., 2006, *Visible Identities: Race, Gender, and the Self*, New York: Oxford University Press.

Appiah, Anthony1995, "The Uncompleted Argument: DuBois and the Illusion of Race,"*The Idea of Race*, R. Bernasconi(ed) Hackett: Indianapolis

Bernasconi, Robert. 2012a"Racism is a System: How Existentialism Became Dialectical in Fanon and Sartre," in Cambridge Companion to Existentialism, ed. S. Crowell, Cambridge" Cambridge University Press

Bernasconi, Robert. 2012b "Crossed Lines in the Racialization Process; Race as a Border Concept" *Research in Phenomenology*, 42.

Guru, Gopal and Sundar Sarukkai 2012 *Cracked Mirror* Oxford University Press: Delhi
hooks, bell. 1990. Yearning: Race, Gender and Cultural Politics South End Press: Boston
Irigaray, Luce 1985 *Speculum of the Other Woman* Cornell University Press: Ithaca
Kelkar, Meena and Deepti Gangavane 2002 *Indian Feminism in search of an identity* Rawat Publications: Jaipur
Mills, C., 1997, *The Racial Contract* Cornell University Press: Ithaca
Rege, Sharmila. 2005 (2003) "A Dalit Feminist Standpoint" in *Gender and Caste* ed. Anupama Rao, 90-101. Women Unlimited: New Delhi
_____2008. "Writing Caste, Writing Gender: Dalit Women's Testimonies" in *Women's Studies in India: A Reader* ed. Mary E.John, 452-58. OUP: New Delhi
Pateman, Carole 1988 *The Sexual Contract* Stanford University Press: Stanford
Scott, Joan. 1992. "Experience" in *Feminists Theorize the Political* Ed. Judith Butler and Joan W. Scott, 22-40. Routledge: London and New York.

Leadership Training Programme

Philosophical Counseling Module

(Marks -60)
(Lectures – 15)

"The value of Philosophy lies not in furnishing solution but in defining difficulties and suggesting method for dealing with them". John Dewey (1859-1952)

Rationale

Philosophical Counseling can have profound Psychological benefits. Philosophical progress can bring about redemption from, stress, depression and anxiety. In some cases, it has been proved to be more effective than conventional medical therapy or Psychotherapy. For many people it is a personal break through.

To be aware of Philosophical counseling and initiating such a process in our own life and that of others is the rationale behind introducing this module.

Objectives

1. Creating awareness about Philosophical counseling amongst trainees / students
2. Initiating basic practical skills required in Philosophical Counseling.

Unit I

(Marks-30)
Lectures - 15

Philosophical praxis : conceptual Understanding.

    A. Philosophical Praxis - A brief historical review

- Socrates, Epicurus
- Panchatantra / Concept of '*Sthitpradyna*' - Mindful living

    B. Two important tools of Counseling

- Socratic Dialogue / upanishadic Dialogue
- Symbolic understanding trough Story telling

Unit II

(Marks-30)
Lectures – 15

A.   Counseling Psychology as a general practice and health service.: Conceptual Understanding
- Mental Health and Well being of a person, from the perspective of Positive Psychology
- Counseling : meaning types and tools

B.   A brief sketch of Psycho Therapies
- Freud, Rogers, Albert, Ellis
- Zen Perspective of mental health and spiritual well being

Unit III

Yoga theory and praxis.

- Marga of Buddha - way to balance between extremes.

Book List :
1) Ancient philosophy – A very short introduction Annas , Julia (Oxford).
2) Early Greek philosophy – Barnes Jonatham.
3) Yoga Sutra – Patanjali – M.R. Yardi BORI Pune.
4) Yoga Sutra – Patanjali – Ananda Rishi.
5) Buddhism – Edward Conze.
6) Buddhist way of life - Christman Humphereys.
7) Upanisadas – Bharatiya Vidya Bhavan.
8) Stories in Upanisadas - Bharatiya Vidya Bhavan.
9) Panchatantra.

10) Sthitahpradyna – Datta Lakshmi Trust Publication of Seminar, Department of Philosophy, Mumbai University.

11) Perspectives in Buddhist ethics – Mahesh Tiwari, University of Delhi.

SEM IV

Indian Communication Design (Ability Enhancement course)

This course is an ability enhancement course. While it does have a theory component, the focus of the course is to prepare learners to use Indian epistemology, aesthetics and performance theory as they prepare to be leaders in their chosen fields. These are skills required to design one's communication in such a way as to suit different target audiences.
The course shall comprise of the following units :

UNIT I	• Indian communication universe	Performance Theory By Richard Schechner, Routledge, 1977 A Rasa Reader: Classical Indian Aesthetics, Columbia University Press, 2016
	• Understanding and applying personal epistemology	
	• Exploring principles of territoriality and sovereignty	
	• Introduction to performance	
	• What is play theory? What is ritual?	
UNIT II	• Reading as expression	
	• Writing as expression	
	• Characterisation	
	• Plotting	
	• What's in a story?	
UNIT III	• Theory of Rasa and its applications	
	• Theory of Rasa and its applications	
	• Theory of Rasa and its applications	
	• Translation and intertextuality	
	• Translation and intertextuality	

Class methodology

This is a six credit course. It will involve teaching-learning for four hours a week for a period of 15 weeks. Of the total 60 teaching-learning hours, 40 will comprise the central teaching component while 20 hours will comprise the self-study component. The self-study component will consist of doing case studies and practical exercises that will be assigned by the teacher. The 40 hour teaching component will include preparing a communication plan for a specific client and presenting it. The assignment will be for 25 marks.
The self-study component of 20 hours will include conducting a survey or interviews. This will be evaluated for 15 marks. The self-study component assigned in this manner will be related to or an extension of but not in lieu of the prescribed syllabus.

SKILLED BASED COURSE IN SANSKRIT FOR LEADERSHIP

GRAMMER (40) & Language Skills (60)

UNIT I

Grammar Topics : (40 marks)

1. Verbs – conjugation 1,4,6,10

   Tenses – Present , Imperfect Past , Second Future

   Moods – Imperative , Potential

2. Participles – Present Active , Past Passive

3. Gerunds – Tvanta , Lyabanta and Infinitives

4. Nouns – Vowel ending (M/F/N)

5. Pronouns – First Person , Second Person , Third Person

6. Sandhi – Svarasandhi , Visargasandhi

7. Compounds – Dvandva, Dvigu, NayaTatpurusha

8. Numerals

UNIT II

Language Skills : (60 Marks)

a) Simple Essays – My family , Ocean , Mountain , Night sky

b) Abridged stories from Pancatantra

UNIT III

a) Bhagavadgita : Chapter II (Stitaprajna) & Chapter XVI (Daivi sampad)

b) Viduraniti : Selected shlokas

Book s : Sanskrit Grammer.