

UNIVERSITY OF MUMBAI

No. UG/217 of 2016-17

CIRCULAR:-

The Principals of the affiliated Colleges in Arts and the Heads of recognized Institutions concerned are hereby informed that the recommendation made by Ad-hoc Board of Studies in Leadership & Development M.A. at its meeting held on 23rd May, 2016 has been accepted by the Academic Council at its meeting held on 24th June, 2016 **vide** item No. 4.52 and subsequently approved by the Management Council at its meeting held on 18th November, 2016 **vide** item No.29 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) and 55 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6328 and 6329 and Regulations 9048 and 9049 and the syllabus as per the Credit Based Semester and Grading System for the M.A. in Leadership Science (Sem. I to IV) is introduced, 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 2016-17.

MUMBAI – 400 032

4 January, 2017

(Dr.M.A.Khan)
REGISTRAR

To,

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

A.C/4.52/24.06.2016

M.C/29/18.11.2016

No. UG/217-A of 2016-17

MUMBAI-400 032

4 January, 2017

Copy forwarded with Compliments for information to:-

- 1) The Co-Ordinator, Faculty of Arts,
- 2) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL)
- 3) The Director, Board of College and University Development,
- 4) The Co-Ordinator, University Computerization Centre,
- 5) The Controller of Examinations.

(Dr.M.A.Khan)
REGISTRAR

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AC 24-06-2016

Item No. 4.52

UNIVERSITY OF MUMBAI



M. A. In Leadership Science

AS PER CHOICE BASED CREDIT SYSTEM (CBCS)

TO BE INTRODUCED FROM THE ACADEMIC YEAR 2016 – 2017

MA in Leadership Science

SYLLABUS

MA – Part 1

Semester 1

Core Papers

- Paper 1 - Understanding Leadership from Global perspective
- Paper 2 - Arthashastra of Kautilya
- Paper 3 - Enlightened Leadership : Realm of Science and Technology
- Paper 4 - Leadership : Ancient Indian Texts

Semester 2

Core papers

- Paper 5 - Understanding Leadership from Global perspective
- Paper 6 - Arthashastra of Kautilya
- Paper 7 - Enlightened Leadership : Realm of Science and Technology
- Paper 8 - Leadership : Ancient Indian Texts

MA Part- 2

Semester 3

Electives

- Paper 9 - Philosophers of Leadership (Indian)
- Paper 10 - Political Leadership
- Paper 11 - Women Leadership
- Paper 12 - Administrative Leadership

Semester 4

Electives

- Paper 13 - Philosophers of Leadership (Western)
- Paper 14 - Corporate / Industry Leadership

- Paper 15 - Social Leadership
- Paper 16 - Socio-spiritual Leadership

Detailed Syllabus of MA in Leadership Science

MA PART 1 – SEMESTER 1

Paper 1 - Understanding Leadership from Global Perspective

MA Part 1 - Semester 1

Total Credits – 6, Marks 100 (60 = 4 credits of Theory + 40 = 2 credits for Practicals)

Unit 1 (30 marks) 2 **credits**

- Types of Leadership: Local to Global

Essence of Global Leadership

- Asian (Japanese, Chinese)
 - African
 - Western
- (Principles, Values, Characteristics common across the globe)

Methods – Empirical, Rational, Wisdom and Beyond

Impact on

- Social Development
- Political Progress
- Administrative Efficiency
- Contribution to the world of knowledge

Unit 2 (30 marks) 2 **credits**

- Saptanga Model of Leadership – from Arthashastra of Kautilya
- Contemporary Relevance & Global application - an evaluation

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance

- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Arthashastra of Kautilya, Tran R.P.Kangle, University of Mumbai, Publisher – Motilal Banarasidas, New Delhi

Arthashastra of Kautilya, Shyma Shastri, Oriental research institute, University of Mysore

Arthashastra of Kautilya, Translation by N.P. Unni

Kautilya Arthashastra, L.N.Rangarajan, Penguin books

King, Governance and Law in ancient India – Patrik Olivelle, Oxford University Press

Chanakya Niti, Pustak Prakashan, New Delhi

History of Indian Philosophy – Dr.S Radhakrishnan

History of Indian Philosophy – Belvalkar & Ranade

Chanakya's 7 secrets of Leadership, Radhakrishnan Pillai, Jaico books

Corporate Chanakya, Radhakrishnan Pillai, Jaico books

Chanakya in You, Radhakrishnan Pillai, Jaico books

Japanese Leadership

The sword less Samurai: Leadership wisdom of Japan's s century Legend – Toyotomi Hideyoshi.
Paperback 2008 by Kitami Masao (Author), Tim Clark (Editor)

Matsushita Leadership (Hardcover 1997) by John P.Kotler

Chinese Leadership

The book of Leadership & Strategy: Lessons of Chinese Masters – Trans, Thomas Cleary, Paperback 1992.
Lessons of Taoist Wisdom – guide for people in business, politics and government, Cambridge University Press

The Art of war by Sun Tzu, Tran. Thomas Cleary, (best seller)

Leadership and management in China, Philosophies, Theories and Practices, Chao-Chuan Chen,
Cambridge University Press, 2008

African

A long walk to freedom: The autobiography of Nelson Mandela, by Nelson Mandela, Oxford Paperback, Oct 1995

Leadership in African context , M Masango, University of Petoria, ISSN – 1609/9982

Paper 2 – Arthashastra of Kautilya

MA Part 1 - Semester 1

Total Credits – 6, Marks 100 (60 = 4 credits of Theory + 40 = 2 credits for Practicals)

Unit 1 (30 marks) 2 credits

- Kautilya Arthashastra – Textual study. Introduction to Kautilya (Historical and Philosophical), Introduction to Arthashastra - different commentaries and commentators – Shymashastry, R.P.Kangle, Unni, L.Rangarajan.

Unit 2 (30 marks) 2 credits

- Aanvikshiki – A philosophical methodology of critical thinking. Different philosophies - Samkhya, Yoga and Lokayata. References of Aanvikshiki in other texts.

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Arthashastra of Kautilya, Tran R.P.Kangle, University of Mumbai, Publisher – Motilal Banarasidas, New Delhi

Arthashastra of Kautilya, Shyma Shastry, Oriental research institute, University of Mysore

Arthashastra of Kautilya, Translation by N.P. Unni

Kautilya Arthashastra, L.N.Rangarajan, Penguin books

King, Governance and Law in ancient India – Patrik Olivelle, Oxford University Press

Chanakya Niti, Pustak Prakashan, New Delhi

Ghoshal, U.N. Contributions to the history of the Hindu Revenue system, University of Calcutta, 1929

Mishra, Ratanlal, Military Architecture in Ancient India, B.R. Publishing Corporation, Delhi, 2002

Naravane, M.S., The maritime and costal forts of India, APH Publishing Corporation, Delhi, first edition 1998

Thapliyal Uma Prasad, Warfare in ancient India Organizational and Operational, Manohar Publishers and Distributors, New Delhi, 2010

Secret Services in Ancient India, Trivedi, S.D, Allied Publishers Private Limited, New Delhi, 1984

Corporate Chanakya, Radhakrishnan Pillai, Jaico books

Chanakya's 7 secrets of leadership, Radhakrishnan Pillai, Jaico Books

Hindu Polity – Dr K.P. Jayaswal, Chaukhamba Series

Lokayata – A critical study, Dr.Shubhada Joshi

Paper 3 - Enlightened Leadership: Realm of Science and Technology

MA Part 1 - Semester 1

Total Credits – 6, Marks 100 (60 = 4 credits of Theory + 40 = 2 credits for Practicals)

Unit 1 (30 marks) 2 credits

- Characteristics of Enlightened Leadership (Raja-Rishi). Preparatory steps towards enlightened leadership (Aanvikshiki, Vridha-Sanyog), Role of leader for both prosperity and peace in Arthashastra.
- Yoga and Enlightened Leadership – Relevance of 8 steps of Yoga in acquiring characteristics of Enlightened Leadership.

Unit 2 (30 marks) 2 credits

- Enlightened Leadership in development of science and technology in contemporary Indian landscape.
- Enlightened Leadership & impacts of quality of life in modern India.

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Arthashastra of Kautilya, Tran R.P.Kangle, University of Mumbai, Publisher – Motilal Banarasidas, New Delhi

Arthashastra of Kautilya, Shyma Shastri, Oriental research institute, University of Mysore

Arthashastra of Kautilya, Translation by N.P. Unni

L.N.Rangarajan, Kautilya Arthashastra, Penguin books

King, Governance and Law in ancient India – Patrik Olivelle, Oxford University Press

Chanakya Niti, Pustak Prakashan, New Delhi

Yoga of Patanjali – M.R.Yardi, Bhandarkar Oriental Research Institute, Pune

Yoga Philosophy of Patanjali, Swami Hariharananda Aranya, Kolkatta University, 2000

Getting Things done, (GTD), David Allen, Publisher Penguin

Chanakya in You, Radhakrishnan Pillai, Jaico Books

Lokayata – A critical study, Dr.Shubhada Joshi

Ethics in management – Dr.S.K.Chakravarty, IIM Calcutta

Indian ethics in management – Swami Jitatmananda, Ramakrishna Mission

Global Dharmic management – Developed by S.A.Sherlekar, Weligkar's Mumbai

Hindu Polity – Dr K.P. Jayaswal, Chaukhamba Series

Krishna Niti – Dr Girish Jakhotiya

Inspired minds, the saga of Indian science and technology, Vigya Prasara Publications, New Delhi, 2016

Reignited: Scientific pathways to a brighter future, Kalam and S.P.Singh, 2015

Ignited minds – A.P.J Abdul Kalam

Wings of fire - A.P.J Abdul Kalam

India 2020 - A.P.J Abdul Kalam

Inspiring thoughts - A.P.J Abdul Kalam, 2007

My journey: Transforming dreams into action, A.P.J Abdul Kalam, 2013

Envisioning an empowered nation, technology for social transformation, A.P.J Abdul Kalam

Target 3 billion, issues prevailing in rural India and suggested measures to improve standards of living -
A.P.J Abdul Kalam & Srijan Pal Singh

Transcendence: My spiritual experiences with Pramukh Swami Maharaj, A.P.J Abdul Kalam, 2015

Paper 4 – Leadership: Ancient Indian Texts

MA Part 1 - Semester 1

Total Credits – 6, Marks 100 (60 = 4 credits of Theory + 40 = 2 credits for Practicals)

Unit 1 (30 marks) 2 credits

- Selected works on Neeti in Ramayana, Kaccid Sarga,
- Kanika-Neeti & Viduraneeti from Mahabharata

Unit 2 (30 marks) 2 credits

- Perspectives of Leadership
 - Kamandaka Neetisara
 - Dandaniti by Keshavpandit

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Ramayana, Yuddhakanda, Satavalekara, S.D.Svadhya Mandala, 1970

Mahabharata, Published by Bhandarkar Oriental Research Institute, Pune

Nitivakyamrtam, Malviya Ramachandra, The Chowkhamba Vidyabhava, Varanasi, 1972

Nitivakyamrtam, Vijayamati Mataji, Editor – Mahendra Kumar Jain, Publisher Shri Digambar Jain
Vijayagrantha Prakashana Samiti, Jayapura

Shukra Niti, Sarkar Benoy Kumar, Oriental books, New Delhi,

Kamandakiya Neetisara, (Sarga – 8th to 15th), Published by Aandaasharama, Pune, 1982

Dandaniti of Keshavapandit

Krishna Niti, Krishna's wisdom for 21st century, Girish Jakhotiya, Ujwal Prakashan, 2014

Lokayata – A critical study, Dr.Shubhada Joshi

Vedic foundations of Indian culture, Chidambar Kulkarni, Shri D.R.Gudi managing trust, Mumbai

Human Personality in Ancient Indian thought, R.P.Sharma, Kanishka Publishers, New Delhi

Purushartha – Dutta Lakshmi Trust, Pune

MA PART 1 – SEMESTER 2

Paper 5 - Understanding Leadership from Global Perspective

MA Part 1 - Semester 2

Total Credits – 6, Marks 100 (60 = 4 credits of Theory + 40 = 2 credits for Practicals)

Unit 1 (30 marks) 2 credits

- Holistic Training modules: Local to Global Perspective
 - Holistic Training (Inner Development) : Balance between Body, Mind and Beyond
 - Holistic Training (Outer Development) : Balance between Individual, Society and Nature

Unit 2 (30 marks) 2 credits

- Qualities of Leadership in Arthashastra and Bhagwad Gita – Contemporary relevance

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Studies in Indian moral Philosophy: problems, concepts and Perspectives, Bhelke- P.P.Gokhale- Pune 2002

Pratityasamutpada – Somaiya Publications, Mumbai

Jaina theory of Anekantavada – B.K.Motilal. LD Institute Ahmedabad, 1980

Governance in Ancient India, Pandey, Anup Chandra, D.K.Printworld (p) Ltd, New Delhi,2000

Kautilya Arthashastra, R.P.Kangle, University of Mumbai, Published by Motilal Banarasidas

Kautilya Arthashastra, Shyma Shastri, Oriental research institute, University of Mysore

Arthashastra of Kautilya, Translation by N.P. Unni

L.N.Rangarajan, Kautilya Arthashastra, Penguin books

King, Governance and Law in ancient India – Patrik Olivelle, Oxford University Press

Chanakya Niti, Pustak Prakashan, New Delhi

Good to great, Why Some Companies Make the Leap and Others Don't, Jim Collins, Publisher: William Collins

Principle centred Leadership, Stephen Covey, Free Press, Simon & Schuster

Seven habits of highly effective people, Stephen Covey, **Free Press**, Simon & Schuster

In Search of Leadership, Lala R.M., New Delhi, Vision books

Developing the leader within you, Maxwell J

The Art & Science of Leadership, Nahavandi, New Jersey, Prentice Hall, 2000

Lateral Thinking, Edward De Bono

Values and ethics for organisation, Dr S.K.Chakrabarty, IIM Calcutta

The Vedic Foundations of Indian Culture, Dr.Chidambar Kulkarni,

Articles in Harvard Business Review

The Holy Gita, Swami Chinmayananda, Central Chinmaya Mission Trust, Mumbai

Paper 6 – Arthashastra of Kautilya

MA Part 1 - Semester 2

Unit 1 (30 marks) 2 credits

- Financial concepts in Arthashastra – Importance of Kosha (Treasury). Taxation, Revenue model, Income and expenditure, Financial aspects in a modern context

Unit 2 (30 marks) 2 credits

- Mandala Theory – the circle of kings. In ancient Indian context. Relevance in the context of contemporary international policy and International relations.

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Arthashastra of Kautilya, Tran R.P.Kangle, University of Mumbai, Publisher – Motilal Banarasidas, New Delhi

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Ghoshal, U.N. Contributions to the history of the Hindu Revenue system, University of Calcutta, 1929

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Hindu Polity – Dr K.P. Jayaswal, Chaukhamba Series

Chanakya's 7 secrets of leadership, Radhakrishnan Pillai, Jaico books

Chanakya in You, Radhakrishnan Pillai, Jaico books

Paper 7 - Enlightened Leadership: Realm of Science and Technology

MA Part 1 - Semester 2

Unit 1 (30 marks) 2 credits

- Realms of Positive energy: Need & Relevance (based on Arthashastra) – Prabhu Shakti, Utsaha Shakti and Mantra Shakti
- Lifestyle management for prosperity and peace (Arthashastra and daily routine)

Unit 2 (30 marks) 2 credits

- Leadership in contemporary society – prosperity and peace – Domain of knowledge
 - Science and technology – process and impacts
 - Humanities – process and impacts, conflicts resolve and interpersonal relations, decision making – human resource management, inspiring leadership

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Arthashastra of Kautilya, Tran R.P.Kangle, University of Mumbai, Publisher – Motilal Banarasidas, New Delhi

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Krishna Niti – Dr Girish Jakhotiya

Inspired minds, the saga of Indian science and technology, Vigya Prasar Publications, New Delhi, 2016

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Ignited minds – A.P.J Abdul Kalam

Wings of fire - A.P.J Abdul Kalam

India 2020 - A.P.J Abdul Kalam

Inspiring thoughts - A.P.J Abdul Kalam, 2007

My journey: Transforming dreams into action, A.P.J Abdul Kalam, 2013

Envisioning an empowered nation, technology for social transformation, A.P.J Abdul Kalam

Target 3 billion, issues prevailing in rural India and suggested measures to improve standards of living -
A.P.J Abdul Kalam & Srijan Pal Singh

Transcendence: My spiritual experiences with Pramukh Swami Maharaj, A.P.J Abdul Kalam, 2015

Paper 8 – Leadership: Ancient Indian Texts

MA Part 1 - Semester 2

Unit 1 (30 marks) 2 credits

- Leadership depicted in Raja-dharma Parva of Mahabharat (Bhishma)
- Krishna Niti - Mahabharata

Unit 2 (30 marks) 2 credits

- Leadership perspectives of Lokayata and Shukra Niti, Niti Vakyamruta of Somadev.
- Niti Vakyamruta by Somadevasuri

Unit 3 - Practicals – (40 marks) 2 credits

- 10 marks – Class test
- 10 marks – Overall performance
- 20 marks – Practicals/ Project / Assignment / Presentation

Books for reference:

Ramayana, Yuddhakanda, Satavalekara, S.D.Svadhyaya Mandala,1970

Mahabharata, Published by Bhandarkar Oriental Research Institute, Pune

Nitivakyamrtam, Malviya Ramachandra, The Chowkhamba Vidyabhava, Varanasi, 1972

Nitivakyamrtam, Vijayamati Mataji, Editor – Mahendra Kumar Jain, Publisher Shri Digambar Jain
Vijayagrantha Prakashana Samiti, Jayapura

Shukra Niti, Sarkar Benoy Kumar, Oriental books, New Delhi,

Kamandakiya Neetisara, (Sarga – 8th to 15th), Published by Aandaasharama, Pune, 1982

Dandaniti of Keshavapandit

Krishna Niti, Krishna's wisdom for 21st century, Girish Jakhotiya, Ujwal Prakashan, 2014

Lokayata – A critical study, Dr.Shubhada Joshi

Vedic foundations of Indian culture, Chidambar Kulkarni, Shri D.R.Gudi managing trust, Mumbai

Human Personality in Ancient Indian thought, R.P.Sharma, Kanishka Publishers, New Delhi

Purushartha – Dutta Lakshmi Trust, Pune