GURU NANAK COLLEGE (AUTONOMOUS)

(Affiliated to University of Madras and Re-Accredited at 'A' Grade by NAAC)
Guru Nanak Salai, Velachery, Chennai – 600042.



M.A. Defence and Strategic Studies

(SEMESTER PATTERN WITH CHOICE BASED CREDIT SYSTEM)

Syllabus

(For the candidates admitted in the Academic year 2020-21 and thereafter)

Vision

To develop professionals with demonstrable in depth knowledge and cognitive skills to deal with strategic and security affairs

Mission

- To impart knowledge and develop defence oriented aptitude and disseminate ideas of war and peace.
- To mobilize public opinion in favour of the requirements of National Security.
- To create security consciousness.
- To give mature guidance regarding national security problems and prospects.

Programme Outcomes

At the end of the program the students will be able to:

- **PO 1 : Scientific Knowledge**: Acquire the knowledge of Defence and Strategic Studies and apply it to issues, challenges and threats to national security faced by the country.
- **PO 2 : Problems Analysis:** Identify, assess and analyze complex problems; both internal and external, and to formulate appropriate policy decisions.
- **PO 3 : Design/Development of Solutions**: Develop solutions for complex national security problems with suitable doctrinal procedures.
- **PO 4**: Conduct survey to understand, assimilate, reflect, empathize and act on issues of critical importance faced by the country.
- **PO 5 :** Modern tool usage facilitates enhanced teaching- learning process viz.., ICT tools, LMS tools, Web designing and hosting etc.

Programme Specific Outcomes

On completion of M. A., Defence and Strategic Studies the intended skills are:

- **PSO 1:** To acquaint the students on the various aspects of national security study and enable them to understand and assess to national security features that are emerging in the international political system. The students should be able to compare and correlate the multiple aspects of national security threats and discern alternative approaches to solve them.
- **PSO 2:** The students are adequately prepared to understand the critical functions of national security and the process of governance and policy formulations that are essential to achieve national security.

DEPARTMENT OF DEFENCE AND STRATEGIC STUDIES MASTER OF ARTS

COURSE STRUCTURE 2020-21 BATCH

	COURSE STRUCTURE 2020-21 DATCH								
Semester	Part	Course Component	Subject Code	Subject Name Indian Art of Warfare up to 1857		Hours	Internal	External	Total
	I	Core - I	19PDEF301	Indian Art of Warfare up to 1857	4	6	50	50	100
	II	Core - II	19PDEF302	World Military History up to WWII	4	6	50	50	100
er- I	III	Core - III	19PDEF303	International Relations		6	50	50	100
Semester- I	III	Core - IV	19PDEF304	India's National Security and Strategic Spectrum	4	6	50	50	100
Se	III	Elective - I	19PDEF305	Conflict and Cooperation in South Asia	3	6	50	50	100
	IV	Soft Skills - I	19PGSL401	Personality Enrichment	2	-	50	50	100
				Total Credits -	21, To	otal H	lours	/ wee	k- 30
	I	Core - V	19PDEF306	Theoretical Aspects of International Relations	4	6	50	50	100
	II	Core - VI	19PDEF307	International Law	4	6	50	50	100
П	III	Core - VII	19PDEF308	Arms Control and Disarmament	4	5	50	50	100
ter-	III	Core - VIII	19PDEF309	Strategic Thought		5	50	50	100
Semester-	III	Elective - II	19PDEF310	Geo Politics and Military Geography	3	4	50	50	100
	III	EDE-I	20PDEF311	Defence Management	3	4	50	50	100
	IV	Soft Skills - II	19PGSL402	Workplace Communication Skills	2	-	50	50	100
				Total Credits	24, T	otal I	Hours	s/ wee	ek-30
	I	Core - IX	19PDEF312	Peace and Conflict Studies	4	6	50	50	100
	II	Core - X	20PDEF313	Defence Economics	4	6	50	50	100
Ш	III	Core - XI	19PDEF314	Science, Technology and National Security	4	6	50	50	100
Semester- III	III	Elective - III	19PDEF315	Defence Journalism	3	6	50	50	100
	III	Elective - IV	19PDEF311	Area Studies- India and SAARC	3	6	50	50	100
	IV	Internship	19PINT401	Visit to Defence Establishments/NGO's/Library	2	-	50	50	100
		Soft Skills - III	19PGSL403	Self & Time Management Skills	2	_	50	50	100
	Total Credits -22, Total Hours/ week-30								

	I	Core 13	19PDEF317	Post Independent Wars of India	4	6	50	50	100
	II	Core 14	20PDEF320	Research Methodology	4	5	50	50	100
N	III	Core 15	19PDEF319	Specialized Warfare	4	6	50	50	100
	III	Core 16	20PDEF321	Dissertation and Viva	4	5	50	50	100
Semester	III	Elective 5	19PDEF316	Wars in Contemporary Period	3	4	50	50	100
Ñ	III	EDE-II	19PDEF318	Introduction to Industrial Security	3	4	50	50	100
	IV	Soft Skills - IV	19PGSL404	Spoken & Presentation Skills	2	ı	50	50	100

Total Credits -24, Total Hours/ week-30

Total Credits -91, Total Hours/ week-120

Note: A Compulsory internship programme is scheduled for the P.G Students of Defence and Strategic Studies in Third Semester. The students shall commence their internship programme at the end of Second Semester. The report of the internship carried out by the students shall be submitted within 30days after its competition. This internship report would be evaluated by a committee of faculties of the parent department

CORE 1: INDIAN ART OF WARFARE UP TO 1857

SUBJECT CODE :19PDEF301	THEORY / PRACTICAL	100 MARKS
SEMESTER: I	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

This paper attempts to familiarize the students with the evolution of the art of warfare in India. It is to establish that the art of warfare changes with changes in political governance, nature of threat, and weapon systems.

UNIT I: (18 Hours)

Development of Military System as out lined in the Vedic and Epic Literature Indian Philosophy of War –Manu-Kautilya , Military Organisation, Weapon, Patterns of Warfare

UNIT II (18 Hours)

Mauriyan Military System described by Megasthanese. Age of Guptas and Harshavardhan- Changes in Hindu Military System.

UNIT III: (18 Hours)

Arab and Turkish Invasion of India: New Trends of Warfare, Rajput Military System- Art of Warfare with special reference to the battle of Terrain, Sultanate Period- Pattern of Warfare with special reference to the economic reforms of AlaudinKhilji.

UNIT IV (18 Hours)

Mughal Military System – New Trends- Causes of Failure, Maratha Military System- Land and Sea Warfare- Impact of Western influence during 18th Century, Sikh Military System- Pattern of Warfare of Khalsa Army.

UNIT V: (18 Hours)

Anglo-Sikh Warfare with special reference to the battle of Sobraon, Presidency Armies- development with special reference to the battle of Assaye 1803 A.D, Indian War of Independence 1857 A.D

- Singh, S.D. Ancient Indian Warfare with special reference to the vedic period
- Basham, A.L. The wonder that was India
- Dikshitar, R.C. War in Ancient India
- Fuller, J.F.C. The Generalship of Alexander the Great
- Majumdar, R.C. Classical account of India

- https://www.tandfonline.com/doi/abs/10.1080/15027570701539636?journalCode=smil20
- https://nios.ac.in/media/documents/military_history_375/Book-1/Chapter-4.pdf
- https://pratiyogitaabhiyan.in/general-studies/history-general-studies/invasion-of-arabs-and-turks-in-india-notesmcq-pdf-download/
- https://indianculture.gov.in/ebooks/military-system-marathas
- http://www.columbia.edu/cu/lweb/digital/collections/cul/texts/ldpd_6260651_000/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	EssayAnswer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions		
		Theory	Problems	
	Unit – 1	2		
	Unit – 2	2		
Section A	Unit – 3	2		
	Unit – 4	2		
	Unit – 5	2		
	Unit – 1	1		
	Unit – 2	1		
Section B	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		
	Unit – 1	1		
	Unit – 2	1		
Section C	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		

CORE 2: WORLD MILITARY HISTORY UP TO WWII

SUBJECT CODE: 19PDEF302	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

On successful completion of the paper, the candidates will be able to narrate the evolution of warfare from early times. This paper outlines the wars which were fought from 4th century BC to 19th Century AD. To make the students understand the evolution of wars in the world from early period.

UNIT I: Military system in Ancient Greece:

(18 Hours)

Greek Military Organization,

Greeco Persian War (Battle of Marathon, Thermopylae and Salamis),

Rise of Alexander's Empire (Battle of Isus, Arbela)

UNIT II: Military System in Ancient Rome:

(18 Hours)

Roman Military organization,

Rome- Carthage Conflict (Battle of Canne, Zama)

Julius Caesar's Military Campaigns

UNIT II: Military System in Medieval Empire:

(18 Hours)

Military Reforms of Gustavus Adolphus

French Revolution – Causes and Consequences

Napoleon's art of war (Battle of Ulm, Jena ,Trafalgar and Waterloo)

UNIT IV: World War I:

(18 Hours)

Causes

Trench and Static Warfare, Use of Gas

Role of Naval and Air Power

Military lessons

UNIT V: World War II:

(18 Hours)

Causes

Blitzkrieg Tactics,

Role of Air Power and Naval Power

Military Lessons.

- Howard, Michael. War in European History, Oxford: Oxford University Press, 1977.
- Keegan, John., A History of Warfare, New York: Vintage, 1993.
- Fuller, J.F.C., A Military History of the Western World, New York: Funk & Wagnalls Company, 1955
- Neilberg, Michael, S., Warfare in World History, London / New York: Routledge, 2001.
- AndreCorviser, (ed.), A Dictionary of Military History, Oxford: Blackwell Publishers, 1994.

- https://www.researchgate.net/publication/318733836 Ancient Greek Military_Theory_and_Practice_Aeneas_Tacticus_I
- https://www.research.manchester.ac.uk/portal/files/54581116/FULL_TEXT.PDF
- https://weaponsandwarfare.com/2017/04/03/gustavus-adolphus-reforms/
- http://www.historiasiglo20.org/4ESO/WWI.pdf
- https://www.britannica.com/event/World-War-II

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Q	uestions
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 3: INTERNATIONAL RELATIONS

SUBJECT CODE: 19PDEF303	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

Ever since states were identified on their territoriality, the need for jealously guarding their territoriality and if possible expanded has been the prime motive of international relations. To grasp its historical progress and the expanding scope of relationship amongst the states becomes imperative for the students of defence and strategic studies.

Unit I: (18 Hours)

International Relations: Concepts, Nature, Scope & Development; Contending Theories of International relations: Realist Theory, Decision Making Theory, Systems Theory & Game and Bargaining Theory

Unit II: (18 Hours)

National Interest: Definition, types & methods of securing National Interest, Role of National Interest in the formulation of Foreign and Defence Policies.

Unit III: (18 Hours)

State, Nation & Nation-State System; Origin, Issues of Ethnicity, Pluralism, Multiculturalism and Nation-State System in Contemporary times.

Unit IV: (18 Hours)

The United Nations: Purposes, Structure and Powers, The Principal Organs, Contribution to World peace and Security

Unit V: (18 Hours)

Collective Security: Meaning, basic postulates and its working under the League & UN; Balance of Power; Nature, strategies and its relevance in contemporary times; and , Arms Control and Disarmament since World War-II

- John Baylis& Steve Smith, Globalization of World Politics
- Columbus, Theodore A. Wolfe, Introduction to International Relations
- Dyke, Vernon Van, International Politics
- Morgenthau, Hans J., Politics among Nations
- Palmer and Perkins, International Relations

- http://ycis.ac.in/CEGC%20Library/English/International%20relations%20-
- %20key%20concepts.pdf
- https://www.yourarticlelibrary.com/international-politics/national-interest-meaning-components-and-methods/48487 3.https://www.politicalsciencenotes.com/essay/state/theories-on-the-origin-of-state-essay- theories-political-science/1513
- http://www.kyymca.org/wp-content/uploads/2015/01/KUNA-USG-Packet.pdf
- https://www2.hu-berlin.de/transcience/Vol2_Issue2_2011_23_29.pdf

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Q	uestions
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit - 3	2	
	Unit - 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit - 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 4: INDIA'S NATIONAL SECURITY AND STRATEGIC SPECTRUM

SUBJECT CODE: 19PDEF304	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

This paper encompasses all aspects of National Security of India - its national values, interests, objectives, foreign policy and nature of threats both internal and external.

UNIT-I: (18 HOURS)

Freedom struggle and the development of the concept of Nationhood in India, Pluralism in India:Strengths and Weaknesses

UNIT-II: (18 HOURS)

India's National Security Objectives and Aspirations in a Changing world Contemporary Strategic Environment of India

UNIT-III: (18 HOURS)

India's Internal Security Challenges: Nature and Dimensions Domestic and Trans-national terrorism against India: Problems and Options

UNIT-IV: (18 HOURS)

Insurgency in North East, Jammu & Kashmir, Punjab and Spread of Naxal Violence Counter- Insurgency strategies and successful case studies

UNIT-V: (18 HOURS)

India's Technological Prowess as 'Force Multiplier'
Conflict resolution and transformational mechanism in India's case.

- N. Manoharan, Security Deficit: Comprehensive Internal Security strategy for India, Pentagon Press, 2012
- Brig. R.A. Singh, India's National Security: Through Ages, Raj Publication, 2006
- RumelDahiya, Ashok K. Behuria, (eds.) India's Neighborhood- Challenges in the Next Two Decades, IDSA,2012
- Maj. Gen. Depankar Banerjee, Security in South Asia: Comprehensive on Cooperative, Manas Publication, 2003
- Col. Ved Prakash, Terrorism in India's North East, Manas Publication, New Delhi

- https://www.mentorstudypoint.in/downloads/(Bipan_Chandra.pdf
- https://manifesto.inc.in/pdf/national_security_strategy_gen_hooda.pdf
- https://idsa.in/strategicanalysis/IndiasInternalSecurityChallenges_vmarwah_1003
- http://visionias.in/beta/sites/all/themes/momentum/files/interview_issues_2016
- /Insurgency_in_NE.pdf
- http://www.indiandefencereview.com/news/unpredictable-china-are-we-prepared/3/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
G	Definition / Principle	01.12	2	20
Section A	Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer	13-19	6	30
Section B	Answer any 5 out of 7 questions	13 17	Ü	30
Section C	Essay	20-25	10	40
	Answer any 4 out of 6 questions			

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit - 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

ELECTIVE -I: CONFLICT AND COOPERATION IN SOUTH ASIA

SUBJECT CODE: 19PDEF305	THEORY	100 MARKS
SEMESTER: I	CREDITS: 3	TOTAL HOURS: 90

COURSE OBJECTIVES:

To introduce the region of South Asia and particularly to conflict and cooperation in a dynamic and volatile region which contains two of the world's nuclear state and also the rising power of the region. To understand the role of great power interventions in the region and also other aspects likepower distribution, norms, political, military and economic conflict and cooperation in the region. Give an attempt to understand what factor or combination of factors drives these issues.

UNIT I: (18 HOURS)

Geo-Political setting of South Asia.

Socio-Cultural and Economic structure of South Asia.

UNIT II: (18 HOURS)

Power rivalries in South Asia: USA. USSR, U.K and China, Strategic Importance of Afghanistan, Myanmar and China for South Asia.

UNIT III: (18 HOURS)

Internal problems and conflicts in South Asian Region (Country profiles)

Role of Pressure Groups (Religious, Linguistic, Caste, Tribes, Women, Youth, Civil Society and Media) in the politico-military scenario of the South Asian countries.

UNIT IV: (18 HOURS)

Prospects of Sub-regional cooperation in South Asia Regional Cooperation in South Asia under the aegis of SAARC

UNIT- V: (18 HOURS)

Conflict Map of South Asia: Regions, Issues and Parties

Peace Initiatives and movements in South Asia

- K.E.Boulding, Conflict and Defence: A General Theory, Newyork, 1962
- Anima Bose (ed), Peace and Conflict Resolution in World Community, New Delhi, 1919
- Bhaskar Rao, Global Perceptions on Peace Education, New Delhi, 1996.
- Peter Ackerman & Jack Duvall, a Force More Powerful: A Century of Non-Violent Conflicts, New York, 2000.
- Boutros- Ghali, an Agenda for Peace: Preventive Diplomacy, Peace Making and Peace Keeping, (U.N.Report) New York, 1992.

- https://www.orfonline.org/expert-speak/south-asias-changing-geopolitical-landscape-47458/
- https://link.springer.com/book/10.1007/978-981-13-7240-7
- https://www.epw.in/system/files/pdf/1964_16/13/pressure_groups_democracy_and_development.pdf
- https://www.nti.org/learn/treaties-and-regimes/south-asian-association-regional- cooperation-saarc/
- https://www.upf.org/peace-and-security/south-asia-peace-initiative

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit - 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 5 : THEORETICAL ASPECTS OF INTERNATIONAL RELATIONS

SUBJECT CODE: 19PDEF306	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

To introduce the students to the most significant orthodox and critical theoretical approaches within international relations. To develop the ability to analyse the current issues with a theoretical framework of international relations.

UNIT I: Nature and Scope

(18 HOURS)

The Boundary Problem Evolution of the Discipline The Level of Analysis Problem

UNIT II: Positivist Theories

(18 HOURS)

Liberalism and Neo-Liberalism Realism and Neo-Realism Marxism and Neo-Marxism

UNIT III: (18 HOURS)

The English School

Chinese Traditions in International Relations

Indian Tradition and Kautilyas's Real-politique.; M.K.Gandhi.

UNIT IV: Post-Positivist Theories

(18 HOURS)

(a) Constructivism (b)Critical Theory

Post-Modernism

Feminism

UNIT V: Thinking International Relations Theory Differently

(18 HOURS)

Post-Colonialism

Subaltern Realism: IR Theory and the Third World Globalisation and International Relations Theory

- Chris Brown, Understanding International Relations (New York: St. Martin Press, 1997)
- Fred Halliday, Rethinking International Relations (London: Macmillan: 1991)
- Jennifer Sterling-Folker, Making Sense of International Relations Theory (Boulder: Lynne Reinner Publishers, 2006)
- Hans Morgenthau, Politics among Nations (New Delhi: Kalyani, 1997)
- John Baylis and Steve Smith (eds.), The Globalisation of World Politics: An Introduction to International Relations (Oxford: Oxford University Press, 2001 and later editions)

- https://www.e-ir.info/2017/01/09/international-relations-theory/
- https://www.britannica.com/topic/realism-political-and-social-science
- https://www.researchgate.net/publication/257679707 Introduction Chinese Traditions_in_International_Relations
- https://www.e-ir.info/2018/01/04/feminism-in-international-relations-theory/
- $\bullet \quad https://www.e-ir.info/2020/12/23/rehabilitating-realism-through-mohammed-ayoobs-\ subaltern-realism-theory/$

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
	Definition / Principle			
Section A	Answer any 10 out of 12	01-12	3	30
	Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7			
	questions			
Section C	Essay	20-25	10	40
	Answer any 4 out of 6			
	questions			

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit - 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 6: INTERNATIONAL LAW

SUBJECT CODE: 19PDEF307	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES

This paper aims at introducing to the student different aspects of International Law. The laws which govern the conduct of war, Laws of neutrality and the organization of the International court of Justice are covered in this paper.

UNIT I: Introduction (18 HOURS)

Definition, Basis of International Law, History and its development

Nature, Source and Codification

Distinction between International and Municipal laws

UNIT II: Laws of Land and Sea and Air Warfare (18 HOURS)

Laws of Land Warfare

Laws of Maritime Warfare

Laws of Aerial Warfare

War Crimes and Genocide

UNIT III: Laws of Neutrality (18 HOURS)

The laws of Neutrality

Right of Angary

Contraband and Doctrine of Continuous Voyage

UNIT IV: Management of International Law (18 HOURS)

Settlement of International Disputes

War its Legal Character and Effects (c) Enemy Character

Unit – V: Legal Mechanisms (18 HOURS)

Blockade - Concept, Establishment, Kinds and Penalties for breach

Prize Courts, Organization, role and functions of International Court of Justice.

- Tandon, M.P, and Rajesh Tandon, An Introduction of International Law, Allahabad Law Agency, 1987.
- Kapoor, S.K., International Law, Allahabad; Allahabad Law Agency, 1989.
- Chavan, R.S., An Approach to International Law, New Delhi: Sterling, 1971.
- Starke, J., An Introduction to International Law.
- Oppenheium, International Law.

- https://www.britannica.com/topic/international-law/Historical-development
- https://www.loc.gov/rr/frd/Military_Law/pdf/rules_warfare-1940.pdf
- https://digitalcommons.du.edu/cgi/viewcontent.cgi?article=1944&context=djilp
- https://www.longdom.org/articles/peaceful-settlement-of-disputes.pdf
- https://digitalcommons.law.yale.edu/cgi/viewcontent.cgi?article=2185&context=ylj

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 7: ARMS CONTROL AND DISARMAMENT

SUBJECT CODE: 19PDEF308	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	TOTAL HOURS: 75

COURSE OBJECTIVES:

Disarmament efforts from the formation of nation state system is attempted in this paper which gained momentum after the Second World War and also Arms control measures are applied to Nuclear states which is being appraised in this paper.

UNIT-I (15 HOURS)

Armament - Meaning, Development and New trends.

Basic Concepts and theories-.

Concept and correlation between Disarmament & Arms Control.

Objectives and conditions of Disarmament & Arms Control.

UNIT-II (15 HOURS)

Elements of Arms Control Mechanism: Agreements, Verification, Inspection, & Control regimes. Measures of Arms Control & Disarmament.

UNIT-III (15 HOURS)

Weapons of Mass Destruction- Nuclear Weapons, Chemical, Biological and Weather Weapons. Weapons of Mass Destruction (WMD) Control Treaties: NPT, TTBT, PTBT, CTBT, FMCT, BW Conventions & Control Mechanism.

UNIT-IV (15 HOURS)

Nuclear policies of Nuclear powers & Non-Nuclear powers w.r.t. Non-Proliferations and Arms Control

Trends in Military Expenditure: India and the world

UNIT-V (15 HOURS)

Arms Trade Treaty (ATT) and its implications for Regional &Global Security. Social and Economic consequences of Disarmament & Arms Control.

- Emile Beniot& K.E. Bonlding, Disarmament and the Economy, Harper & Raw Publisher, New York, 1963
- R. Faramazyan, Disarmament and the Economy, Progess Publishers, Moscow, 1981
- P.K.Mishra, Arms Race Disarmament and Indian Ocean, UDH publishing House, Delhi, 1989
- Garin Kennedy, The Military in the Third World, The Garden City Press, London, 1974
- Singh V.K., Problems & Prospects of Development through Disarmament, Ph.Dthsis, Gorakhpur,1992

- https://sipri.org/research/armament-and-disarmament
- https://www.unidir.org/files/publications/pdfs/arms-control-verification-en-320.pdf
- https://www.armscontrol.org/treaties
- https://www.sipri.org/sites/default/files/2020-04/fs_2020_04_milex_0.pdf
- https://www.un.org/disarmament/convarms/att/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 8: STRATEGIC THOUGHT

SUBJECT CODE: 19PDEF309	THEORY /	100 MARKS
	PRACTICAL	
SEMESTER: II	CREDITS: 4	TOTAL HOURS: 75

COURSE OBJECTIVES:

This paper aims to introduce the various thoughts by various strategic thinkers like Kautaliya, Gandhi, Nehru, Jomini, Karl Marx, Liddlehart, Maotsetung. etc. were covered.

UNIT – I Introduction:

(15 HOURS)

(a)Concept and components of Strategic thought

Contributions of Kautilya's (Philosophy of war).(b) Gandhi (non-violence) and (c) Nehru (Non-Alignment).

UNIT-II 18th C thinkers:

(15 HOURS)

(a)Jomini: Concept of Mass army, Strategy, Tactics and (b) Logistics

Clausewitz: War and its relationship with politics.

UNIT-III Thinkers Up to World War I:

(15 HOURS)

(a)Karl Marx, military concept of social revolution; (b).Dupicq & (c) Foch

UNIT – IV Strategic thoughts between two World Wars:

(15 HOURS)

(a)Liddell Hart: Total war, deterrence & British concept of warfare

(b)A.T. Mahan: Theory of Sea Power (c) Douhet, Mitchel & Seversky: Theories of air warfare.

UNIT- V Thinkers after World War II:

(15 HOURS)

(a) Mao & (b) Che Guevara – Guerilla Warfare

- John Burton, G/ofofl/ Conflict: The Domestic Sources of International Crfs/s(Brighton, Wheatsheaf: 1984)
- L.Whetten {ed.),The Political Implications of Soviet Military, Power,{Crane Russak, New York: 1977).
- Helmut Sonnervieldi, Soviet Perspectives on Security XAdelphi Paper no. 150, IISS, London: 1979).
- Derek heehaeri, Soviet Military Thinking, (Allen & Unwin: London, 1981).
- Thomas W.Wolfe, Military Power and Soviet Policy (Rand Corp., Santa Monica: CaUf P- 5388: 1975)

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- http://www.perseus.tufts.edu/hopper/text?doc=Perseus%3Atext%3A2001.05.005 1%3Achapter%3D6
- https://www.jstor.org/stable/j.ctt1647cr1
- https://www.britannica.com/topic/The-Influence-of-Sea-Power-upon-History-1660-1783
- https://www.jstor.org/stable/177959?seq=1

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A Definition / Principle Answer any 10 out of 12 Questions		01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions		
		Theory	Problems	
	Unit – 1	2		
	Unit - 2	2		
Section A	Unit – 3	2		
	Unit – 4	2		
	Unit – 5	2		
	Unit – 1	1		
	Unit – 2	1		
Section B	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		
	Unit – 1	1		
	Unit – 2	1		
Section C	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		

ELECTIVE-II: GEO POLITICS AND MILITARY GEOGRAPHY

SUBJECT CODE: 19PDEF310	THEORY	100 MARKS
SEMESTER: II	CREDITS: 3	TOTAL HOURS: 60

COURSE OBJECTIVES:

To enable the student understand the influence of Geography on the nature and function of war. Geography has had great influence on the scope and outcome of several decisive battles across the globe. Geography is the fundamental determinants of the national power and decides on the politico strategic structure of the states.

UNIT I Introduction (12 HOURS)

Fundamentals of military geography (Accessibility, Visibility, Location, Distance, Climate etc.,)

Role and Importance of Geo – Politics

Geographic components of National Power.

UNIT II Geo – Political Thought:

(12 HOURS)

Theories of Haushofer Mackinder and A.T.Mahan.

UNIT III Applied Military Geography:

(12 HOURS)

Basics of Global Positioning System (GPS), Geographic Information System (GIS) and Remote Sensing.

UNIT IV Geo – Strategic significance of India:

(12 HOURS)

Geographical Location

Natural resources, Land mass, Rivers, Minerals & Oil

Importance of Andaman, Nicobar and Lakshadweep Islands

Unit V India's Borders

(12 HOURS)

Nature and characteristics of land borders

Maritime boundaries

Concept of Territorial waters and Exclusive Economic Zone.

- Das, S.T., Geo-Strategies, Allahabad: KitabMahal, 1985.
- Black, Jeremy, Cambridge Illustrated Atlas, Warfare, Renaissance to Revolution: 1492-1792, (Cambridge: Cambridge University Press, 1996).
- Chandler, David G., Atlas of Military Strategy: The Art, Theory and Practice of War, 1618-1878, (1980 reprint, London: Arms and Armour, 1996)
- William D Puleston, The Life and Work of Alfred Thayer Mahan, U.N.S. (New Haven, CT,1939)
- Earl Meade, 5. Edward, Makers of Modern Strategy: Military Thought from Machiavelli to Hitler, 1948.

- https://www.yourarticlelibrary.com/india-2/national-power-elements-evaluation-and-limitations/48489
- https://lotusarise.com/heartland-and-rimland-theory-upsc/ http://www.mpgmahavidyalaya.org/userfiles/07_chapter3.pdf https://www.ijsr.net/archive/v4i1/SUB1525.pdf
- https://byjus.com/free-ias-prep/exclusive-economic-zone-eez/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit - 3	2	
	Unit - 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

EXTRA DISCIPLINARY ELECTIVE-1: DEFENCE MANAGEMENT

SUBJECT CODE: 20UDEF311	THEORY / PRACTICAL	100 MARKS
SEMESTER: II	CREDITS: 3	TOTAL HOURS: 60

COURSE OBJECTIVES:

A clear insight into the principles and concepts of management, those are imperative in comprehending defence management It is imperative for the practicing managers and the officers in the armed forces to get acquainted with the essentials of management. This paper Defence Management focuses on practical aspects of defence management through the eyes of practioners

Unit I: (12 HOURS)

Introduction (a) Definition of administration and management b) Principles and process of defence management.

Unit II (12 HOURS)

Planning (a) Definition and features (b) Steps in planning (c) Management by objectives (d) Decision Making process and techniques.

Unit III (12 HOURS)

Organizing (a) Structure, function and characteristics of military organizations

Unit IV (12 HOURS)

Staffing (a) Sources of Manpower supply (b) Selection process for officers and other ranks in Indian Armed Forces and Para-Military Forces

Unit V (12 HOURS)

Directing and controlling (a) Military leadership (b) Parameters of morale and motivation (c) Control techniques.

- Principles of Management, M. Govindarajan and S. Natarajan, PHI Learning Pvt,ltd.,
- Principles of Management, Tripathi, Tata McGraw-Hill Education.
- Essentials of Management, Koontz, Tata McGraw-Hill Education.
- Management: A Systems and Contingency Analysis of Managerial Functions, Harold Koontz, Cyril O'Donnell McGraw-Hill.
- Principles of Management: A Modern Approach, P. K. Saxena, Global India
- Publications, New Delhi.

- https://www.businessmanagementideas.com/notes/management-notes/notes-on-management-in-an-organisation/4669
- https://www.businessmanagementideas.com/notes/planning-notes/notes-on-planning-in-an-organisation-meaning-importance-and-principles/4735
- http://www.simplinotes.com/organizing-management-function-bba-mba-notes/
- http://www.tmv.edu.in/pdf/Distance_education/BCA% 20Books/BCA% 20V% 20SEM/BCA-525% 20Principles% 20and% 20Practice% 20of% 20Mgmt-II.pdf
- https://ncert.nic.in/textbook/pdf/lebs107.pdf

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 9: PEACE AND CONFLICT STUDIES

SUBJECT CODE :19PDEF312	THEORY	100 MARKS
SEMESTER: III	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

The course seeks to provide basic knowledge and understanding of peace and conflict studies in general, and develop conflict sensitivity and conflicting mapping skills through number of case studies in particular. It seeks to offer students concepts and theories to analyse conflicts, develop and support arguments, and learn to structure and write in a multidisciplinary manner. To reduce violent conflict and promote justice by means of negotiations and nonviolent action.

UNIT-I (18 HOURS)

Peace and Conflict Studies: Meaning, Nature and Scope

Conceptual analysis of Conflict and Peace

UNIT-II (18 HOURS)

Conflict management in the regional context

Gandhian Approach and its relevance today for Conflict Resolution

Unit-III (18 HOURS)

Causes of war

Regional Conflicts and Role of United Nations

Unit-IV (18 HOURS)

Confidence & Security Building Measures (CSBM)

Peace Building, Peace Making, Peace Keeping and Peace Enforcement

Unit-V (18 HOURS)

Pacific and Coercive Settlement of Dispute

Peace Research and Peace Movements

Concept and theories of Conflict Resolution; IGOs and NGOs in Conflict Resolutions.

- K.E.Boulding, Conflict and Defence: A General Theory, Newyork, 1962
- Anima Bose (ed), Peace and Conflict Resolution in World Community, New Delhi, 1919
- BhasksrRoa, Global Perceptions on Peace Education, New Delhi, 1996.
- Peter Ackerman & Jack Duvall, A Force More Powerful: A Century of Non-Violent Conflicts, New York, 2000.
- Boutros- Ghali, An Agenda For Peace: Preventive Diplomacy, Peace Making and Peace Keeping, (U.N.Report) New York, 1992.

- https://www.studocu.com/in/document/savitribai-phule-pune-university/ma-defence- strategic-studies/lecture-notes/lec-01-unit-1-peace-and-conflict-studies-nature-and- scope/2712957/view
- https://www.mkgandhi.org/articles/ChhayaRai.htm
- https://www.britannica.com/topic/war/The-causes-of-war
- https://www.peaceinsight.org/en/articles/peacemaking-peacekeeping-peacebuilding-peace-enforcement-21st-century/?location=&theme=
- http://egyankosh.ac.in/bitstream/123456789/24690/1/Unit-15.pdf

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
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Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Q	uestions
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit - 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 10: DEFENCE ECONOMICS

SUBJECT CODE :20PDEF313	THEORY / PRACTICAL	100 MARKS
SEMESTER: III	CREDITS: 4	TOTAL HOURS: 6

COURSE OBJECTIVES:

Economic imperatives are the vital factors in all activities of mankind to gauge its success. This applies to the study of defence sector of a country in its endeavor to meet its security needs. Knowledge about budgeting, defence allocation, resource augmentation, indigenization etc., are essential to understand the functioning of the defence sector of the state.

Unit I (18 HOURS)

Introduction: (a) Definition of Economics and Defence Economics b) Economic System: kinds, features, merits and demerits (c) Defence and Development debate.

Unit II (18 HOURS)

Defence Budget: (i) Concepts of Public Finance, Revenue, Expenditure, process of Budget, National Income and Gross National Product (b) Analysis of India's Defence Budget.

Unit III (18 HOURS)

Defence Planning: (a) Parameters of Defence Planning (b) Use of Systems Analysis (c) Cost – effectiveness in selection of weapon systems.

Unit IV (18 HOURS)

Defence Production: (a) Assessment of Defence requirements (b) Role of Ordnance Factories and Public and Private sector undertakings (c) Contribution of DRDO.

Unit V (18 HOURS)

Effects of War on Economy: (a) Inflation (b) Balance of Payments (c) Mobilization of Resources for War. (d) Accelerated Depletion of Natural Resources.

- The Economics of Defence, Keith Hartley and Todd Sandler, Cambridge Surveys of Economic Literature.
- Economic Theories of Peace and War, Fanny Coulomb, Routledge.
- From Defence to Development International Perspectives on Realizing the Peace Dividend, Sean M. DiGiovanna, Ann Markusen, Routledge.
- Defence Production in India, Ron Mathews New Delhi: ABC,
- Jasjit Singh, India's Defence Spending: Assessing Future Needs, New Delhi:

- https://www.britannica.com/topic/defense-economics
- https://prsindia.org/budgets/parliament/demand-for-grants-2020-21-analysis-defence
- https://www.orfonline.org/wp-content/uploads/2005/01/Defence.pdf
- https://defenceexim.gov.in/
- https://www.cato.org/cato-journal/winter-2020/effect-war-economic-growth

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 11: SCIENCE, TECHNOLOGY AND NATIONAL SECURITY

SUBJECT CODE :19PDEF314	THEORY / PRACTICAL	100 MARKS
SEMESTER: III	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

The Close relationship between science and technology plays an important role in Nation's defence and security. This relationship in turn determines its technological direction towards military preparedness. This paper examines this interactive relationship and helps in broadening the horizon of knowledge in this area.

Unit –I Introduction (18 HOURS)

Relevance of Science and Technology in National Security Affairs. Concept of Military, Non-Military and Dual Use Technologies

Unit –II Emergence of New Technologies during Industrial Revolution and Their Effects

IC Engine (18 HOURS)

Electricity

RADAR Radio

Unit –III Areas of Military Research upto WW II (18 HOURS)

Energy Technologies Atomic Science

Oceanography

Electronics

Unit – IV Technologies Since WWII (18 HOURS)

Information Technology Bio- Technology Artificial Intelligence Stealth Technology

UNIT – V Science and Technology base of India: Brief Survey (18 HOURS)

- Croissant, W. Bauchspies and S. Restivo, Science, Technology and Society: A Sociological Approach (Blackwell, 2005).
- Hackett, Ed., et al. 2007. Handbook of Science and Technology Studies. MIT Press 3rd edition.
- Hess, D. Science Studies, New York: NYU Press, 1997.
- Jasanoff, S., G. Markle, J.C. Petersen, and T. Pinch (eds), Handbook of Science and Technology Studies. Beverly Hills: Sage, 1993. 2nd edition.
- Restivo, S. Science, society, and Values: Toward a Sociology of Objectivity. Lehigh, 1993

- https://cra.org/crn/2009/11/the_critical_role_of_science_and_technology_for_national_defense/
- https://www.britannica.com/technology/history-of-technology/The-Industrial-Revolution- 1750-1900
- https://www.britannica.com/science/atom
- https://idsa.in/system/files/monograph33.pdf
- https://dst.gov.in/survey-of-india-zone

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Q	uestions
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

ELECTIVE -III: DEFENCE JOURNALISM

SUBJECT CODE :19PDEF315	THEORY	100 MARKS
SEMESTER: III	CREDITS: 3	TOTAL HOURS: 90

COURSE OBJECTIVES:

Defence journalism, though very much a part of modern day journalism, has practically very little literature for reference. There is an urgent need to understand essential information, facts, sources, and the qualities required to become a successful defence journalist. Also, provide knowledge how to be responsible Defence Journalist. Depending on branch of service and specific Military Occupational speciality, military journalists learn to do a surprising variety of jobs.

UNIT I Introduction to Journalism:

(18 HOURS)

Meaning, relevance and scope

News Organization structure and functioning

Media: concept, kind and characteristics.

UNIT II Defence News:

(18 HOURS)

Purpose and meaning

Kinds and source

Theories of news selection

UNIT III Reporting

(18 HOURS)

Format, Language and Grammar

Kinds: Eye Witness, Computer assisted Features

Concepts of Graphics and animation

Interviewing skills.

UNIT IV Editing:

(18 HOURS)

Abbreviations and definition of military terms

Proof – reading symbols

Caption writing and picture editing.

UNIT VHurdles in Defence writing:

(18 HOURS)

Media Ethics

Media Laws

Military vs. Media debate

News Photography.

- Menon, P.K., Practical Journalism, Jaipur : Aavishkar Publishers & Distributers, 2005.
- Dhara, R., Journalism, Calcutta: Industry Publishers, 1945.
- Basu, R.N., Handbook of Journalism, Jaipur: Pointer Publishers, 2005.
- Kamath, M.V., The Journalist's Handbook, New Delhi: Vikas, 1980.
- Professional Journalism, New Delhi: Vikas, 1983.

- https://www.enotesmba.com/2012/07/mba-notes-media-characteristics.html
- http://studylecturenotes.com/what-is-news-meaning-definition-and-sources-of-news/
- https://www.tribuneindia.com/news/schools/how-to-write-a-news-report-108029
- http://egyankosh.ac.in/bitstream/123456789/7594/1/Unit-2.pdf
- http://muslimmirror.com/eng/defence-journalism-challenges-and-opportunities/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
	Definition / Principle			
Section A	Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit - 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

ELECTIVE-IV-: AREA STUDIES - INDIA AND SAARC

SUBJECT CODE: 19PDEF311	THEORY	100 MARKS
SEMESTER: III	CREDITS: 3	TOTAL HOURS: 90

COURSE OBJECTIVES:

To understand the main argument of area studies in the furtherance of knowledge. To analyse the aim, evolution and direction of SAARC as an enabling regional institution for South Asia. To highlight the nuances of the immense potentials present in South Asia with particular reference to Indi and SAARC.

UNIT-I Introduction (18 HOURS)

Strategic Location of South Asia Political composition of South Asia

UNIT-II Pakistan & Bangladesh (18 HOURS)

Strategic Location

Government and its Politics

Role of external powers and its impact on India

UNIT-III Sri Lanka and Maldives (18 HOURS)

Strategic Location

Government and its Politics

Role of external powers and its impact on India

UNIT-IV Afghanistan, Nepal& Bhutan (18 HOURS)

Strategic Location

Government and its Politics

Role of external powers and its impact on India

UNIT-V Regional Organisation – SAARC (18 HOURS)

Aim and Objectives Scope and Function Assessment of SAARC

- Jai Prakash Sharma, Federal systems of India and Pakistan: A comparative perspective, (Jaipur, India: Exclusive distributor, 1987).
- Jaddish P jain, China, Pakistan, and Banglasdesh, (New Delhi, Radiant Publishers, 1974).
- Saeed Shafqat (edited), Contemporary issues in Pakistan studies, (Lahore: Azad, 1998).
- K.K. Bhardwaj, Pakistan's March to Democracy and Liberalism, (New Delhi, Anmol Publications, 1999).
- Rajvir Singh, U.S. Pakistan and India: Strategic Relations, (Allahabad, Chugh Publications, 1985).

- https://saylordotorg.github.io/text_world-regional-geography-people-places-and-globalization/s12-south-asia.html
- https://www.files.ethz.ch/isn/47558/Pakistan.pdf
- https://maritimeindia.org/significance-of-the-maldives-to-india/
- https://nios.ac.in/media/documents/Military_Studies_374/Book-1/Chapter-8.pdf
 https://www.yourarticlelibrary.com/economics/trade-economics/saarc-main-objectives-of-saarc/40408

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
	Definition / Principle			
Section A	Answer any 10 out of 12	01-12	3	30
	Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7			
	questions			
Section C	Essay	20-25	10	40
	Answer any 4 out of 6			
	questions			

Sections	Units	No. of Questions		
		Theory	Problems	
Section A	Unit – 1	2		
	Unit – 2	2		
	Unit - 3	2		
	Unit – 4	2		
	Unit – 5	2		
Section B	Unit – 1	1		
	Unit - 2	1		
	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		
Section C	Unit – 1	1		
	Unit – 2	1		
	Unit – 3	1		
	Unit – 4	1		
	Unit – 5	1		

CORE 12: POST INDEPENDENT WARS OF INDIA

SUBJECT CODE: 19PDEF317	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

This paper aims at introducing to the students different aspects of Post Independent wars and military operations of India. It helps the students to understand how India fought wars with its Neighbours and what were the lessons that India learned where covered in this paper.

UNIT I Introduction:

(18 HOURS)

Partition of British Indian Army

Early Challenges: Annexation of Junagadh – 1947. Operations Polo (Integration of Hyderabad 1948), Operation Vijay (Integration of Goa 1961).

UNIT II Operation in Kashmir - 1947 - 48

(18 HOURS)

Events leading to annexation Operations of Indian Army Military lessons.

UNIT III Chinese invasion of India - 1962

(18 HOURS)

Causes of War

Important Operations of War

Military Re – organization.

UNIT IV (18 HOURS)

Indo – Pakistan War of 1965: Outline of the Operations, Role of Artillery Operation Cactus- Lily.

Liberation of East Pakistan1971- Origin and Causes of War.

UNIT V Internal Security Operations

(18 HOURS)

Operation Blue Star – 1984 Operation Rhino (Northeast Region) Operation Vijay.

- Sinha Lt. Gen Slender was the Thread
- Johari, Sitaram Chinese invasion of NEFA
- Mankekar D.R Pakistan Cut to size
- Subramaniam. K. Liberation War
- Subramaniam. K Kargil Report

- https://www.britishmilitaryhistory.co.uk/documents-india-1930-1947/
- https://indianarmy.nic.in/Site/FormTemplete/frmTempSimple.aspx?MnId q5WN8tZPRKrs9b7ZIIo4+Q==&ParentID=71dwwK41JrMuZLBgQd2mNQ==
- https://nios.ac.in/media/documents/military_history_375/Book-2/Chapter-17.pdf
- https://history.state.gov/milestones/1961-1968/india-pakistan-war
- https://www.britannica.com/topic/Operation-Bluestar

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 13: RESEARCH METHODOLOGY

SUBJECT CODE: 20PDEF320	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 4	TOTAL HOURS: 75

COURSE OBJECTIVES:

To identify and discuss complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project. To identify and analyse the concepts and procedures of sampling, data collection, analysis and reporting.

UNIT-I Some Social Science Paradigms

(15 HOURS)

a) Social Science Research Methodology: Concerns of Social Science Research, Qualitative and Quantitative inquiries b) Ontology and Epistemology c) Theory and its role d) Deductive and Inductive Theory

UNIT -II Developing a Research Proposal

(15 HOURS)

Introduction, The Proposal: a) overview of the study- introduction/background of the study b) literature review- need and scope, concepts and variables c) statement of Research Problem d) the need for Research objectives or aims e) why research questions? f) What is Research Hypothesis? Do we need any? g) Selecting a Research Methodology- choice of an appropriate research design (experimental and non- experimental) h) Scope of the Study/Significance of the Study/Limitations of the Study

UNIT -III Research Design

(15 HOURS)

Introduction A) Qualitative Research Design a) Nature of Explanations b) Dimensions of Qualitative Research c) The Qualitative Procedure, B) Generating Qualitative Data: observations, interviews, focus group discussions etc., C) Triangulation D) Types of Qualitative Methods: Case Study, historical method, participant observation E) Quantitative Methods: Survey Research

UNIT - IV Sampling

(15 HOURS)

Population/Universe b) Sampling frame c) Sampling unit d) Types: Probability and Non- Probability e) Probability: Simple Random, Stratified Random, Systematic Random, Multistage Cluster f) Non-Probability: Judgement/Purposive, Convenience, quota, snowball

UNIT-V Analyzing Qualitative Data

(15 HOURS)

a) Data processing- Qualitative b) Data Analysis

REFERENCE BOOKS:

- Pennings, Paul, Keman Hans, and Kleinnijenhuis: Doing Research in Political Science: An Introduction to Comparative Methods and Statistics, 2ndedition, London, Sage Publications, 2006
- McNabb, David E.: Research Methods for Political Science: Quantitative and Qualitative Methods, New Delhi, Prentice Hall,2004C.R,Kothari, Research Methodology: Methods and Techniques, New Age International (P) Limited, Publishers,2004
- Babbie, Earl: The Practice of Social Science Research, 7thed, Belmont, (California) Wadsworth Publishing Company,1995.
- Blaxter, L.Hughes, C, and Tight.M, How to Research, Buckingham, Open University Press, 1996

WEBSITES:

- https://www.academia.edu/40309984/LECTURE_NOTES_Research_Methodology
- https://www.researchgate.net/publication/325545912_RESEARCH_PROPOSAL
- https://www.yourarticlelibrary.com/marketing/research-design-introduction-contents-and-types/48714
- https://study.com/academy/lesson/what-is-sampling-in-research-definition-methods-importance.html
- https://research-methodology.net/research-methodology.net/research-methods/data-analysis/

Question Paper Pattern

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle Answer any 10 out of 12 Questions	01-12	3	30
Section B	Short Answer Answer any 5 out of 7 questions	13-19	6	30
Section C	Essay Answer any 4 out of 6 questions	20-25	10	40

Sections	Units	No. of Questions	
		Theory	Problems
	Unit – 1	2	
	Unit – 2	2	
Section A	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	1	
Section B	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 14: SPECIALIZED WARFARE

SUBJECT CODE: 19PDEF319	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 4	TOTAL HOURS: 90

COURSE OBJECTIVES:

After completing the paper the students will understand the types of war prevalent in the world. This paper describes the various types of warfare that are taught in the world. To understand the different types of war waged by nations at large.

UNIT – I: Psychological Warfare

(18 HOURS)

Definition and nature of Psychological Warfare

Types of Propaganda

Brain washing and Rumour—Nature, Techniques and its Effects

UNIT - II: Biological and Chemical Warfare

(18 HOURS)

Concept and objectives

Characteristics

Types of Agents and its effects

UNIT - III: Guerilla Warfare

(18 HOURS)

Concept and objectives

Characteristics of Guerilla Warfare

Elementary knowledge of Insurgency and Counter Insurgency

UNIT – IV: Nuclear Warfare

(18 HOURS)

Concept and origin of Nuclear Warfare

Development of Nuclear Weapons

Effects of Nuclear Explosion- Flash, Thermal Radiation, Nuclear Radiation

UNIT – V: Terrorism & International Terrorism

(18 HOURS)

Definition & Causes Types and Techniques Nature and Trends

- Philip M. Taylor, Munitions of the Mind: War Propaganda from the Ancient World to the Nuclear Age, (Wellingborough, 1990)
- Qualter, T.H., Propaganda and Psychological Warfare, (New York, 1962)
- SIPRI, The Problem of Chemical and Biological Warfare (4 Vols, New York, 1971)
- Brown, F.J., Chemical Warfare: a Study in Restraint, (Princeton, 1968)
- Walter Laqueur, Guerilla, (London, 1977)

- https://www.thoughtco.com/psychological-warfare-definition-4151867
- https://www.worldatlas.com/articles/chemical-and-biological-warfare-major-threat-in-the- 21st-century.html
- https://www.thoughtco.com/guerrilla-warfare-definition-tactics-examples-4586462
- https://www.britannica.com/technology/nuclear-weapon
- https://www.britannica.com/topic/terrorism

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	Unit – 5	1	
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	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

CORE 15: DISSERTATION AND VIVA

SUBJECT CODE: 20PDEF321	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 4	TOTAL HOURS: 75

COURSE OBJECTIVES:

Based on Research Methodology paper core XIII. The Dissertation process enables the students to formulate research question, frame the Hypothesis and adopted appropriate methodology for the intended research work; and, also to adopt suitable methods for data collection & data analysis.

Depending upon the research topic the students may adopt historical, qualitative or quantitative approach to analyse their research topic. The students are encouraged to select any research topic that has relevance to the subject contents of the programme.

The evaluation is through a dual procedure: evaluation of the dissertation by the supervisor concerned and a Viva-Voce by a committee of teachers to assess the ability of the candidate in imbibing the methodological nuances and the advanced subject knowledge. The percentage of marks is given in the ratio of 40 % for Viva-Voce and 60 % for dissertation evaluation

ELECTIVE-V: WARS IN CONTEMPORARY PERIOD

SUBJECT CODE : 19PDEF316	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 3	TOTAL HOURS: 60

COURSE OBJECTIVES:

After going through this paper students will have an understanding of wars that were fought after the end of World War - II . This paper deals with the evolution of limited wars after the end of World War - II. To make the students learn about some of the important wars that was fought after 1945.

UNIT - I: Korean War

(12 HOURS)

Concept, meaning and scope of limited wars

Causes of Korean War

Main events

Role of UNO

UNIT - II: Vietnam War

(12 HOURS)

Causes

Main events

Lessons learnt

UNIT – III: Arab Israeli Wars, 1947-48 ; 1956 ; 1967 & 1973

(12 HOURS)

Causes

Main events

Role of Air power

Lessons learnt

UNIT - IV: Iran - Iraq War

(12 HOURS)

Causes

Highlights of the war

Result and lessons learnt

UNIT - V: Gulf of War I & II

(12 HOURS)

Causes

Highlights of the war

Role of the UN

- Hastings, Max, The Korean War, (London: 1987)
- Herring, George, America's Longest War (New York, 1996)
- Fraser, T.G., The Arab Israeli Conflict (London: 1995)
- Agwani, M.S., The West Asian Crisis, New Delhi: 1995.
- Colvocoressi, P., World Politics: 1954 2000, New Delhi: Pearson Education, 2001.

- https://www.sparknotes.com/history/american/koreanwar/summary/
- https://www.history.com/topics/vietnam-war/vietnam-war-history
- https://history.state.gov/milestones/1945-1952/arab-israeli-war
- https://www.britannica.com/event/Iran-Iraq-War
- https://www.britannica.com/event/Persian-Gulf-War

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	Unit – 5	1		

EXTRA DISCIPLINARY ELECTIVE (2) INTRODUCTION TO INDUSTRIAL SECURITY

SUBJECT CODE: 19PDEF318	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 3	TOTAL HOURS: 60

COURSE OBJECTIVES

This paper attempts to familiarize the students with latest management techniques and their applicability for better management techniques. To identify new challenges to the security of industrial undertakings and reassess the threat perception. To understand the purpose of Industrial awareness programmes to understand the importance of training which continues to play a vital role in ensuring the safety of country's infrastructure.

UNIT I: Introduction

(12 HOURS)

Definition, Meaning and Scope/Concepts

Security, Type of Security, Types of security services.

Industries- Meaning and types

UNIT II: Security Awareness

(12 HOURS)

Meaning and Concept,

Introduction to IPC, Cr PC, CPC.

The Security Awareness program

Cyber Security, Forensic Science – Relevance & scope

UNIT III: Role of private Security Service

(12 HOURS)

Functions of security: (a) Preventive Security (b) Protective Security (c) Detective security (d) Punitive security

UNIT IV: Perimeter security

(12 HOURS)

Barrier Planning

Fencing standards.

Types of Security Fences.

UNIT V: Industrial Visit and Report Writing

(12 HOURS)

- Bailin, Paul S. Private Security Services to 2004. Cleveland, Ohio: The Freedonia Group, Inc., 2000.
- Cunningham, William C., and Strauchs, John J. "Security Industry Trends: 1993 and Beyond."
 Security Management 36, no. 12 (1992)
- Inbau, Fred E.; Farber, Bernard J.; and Arnold, David W. Protective Security Law. Boston: Butterworth-Heineman, 1996.

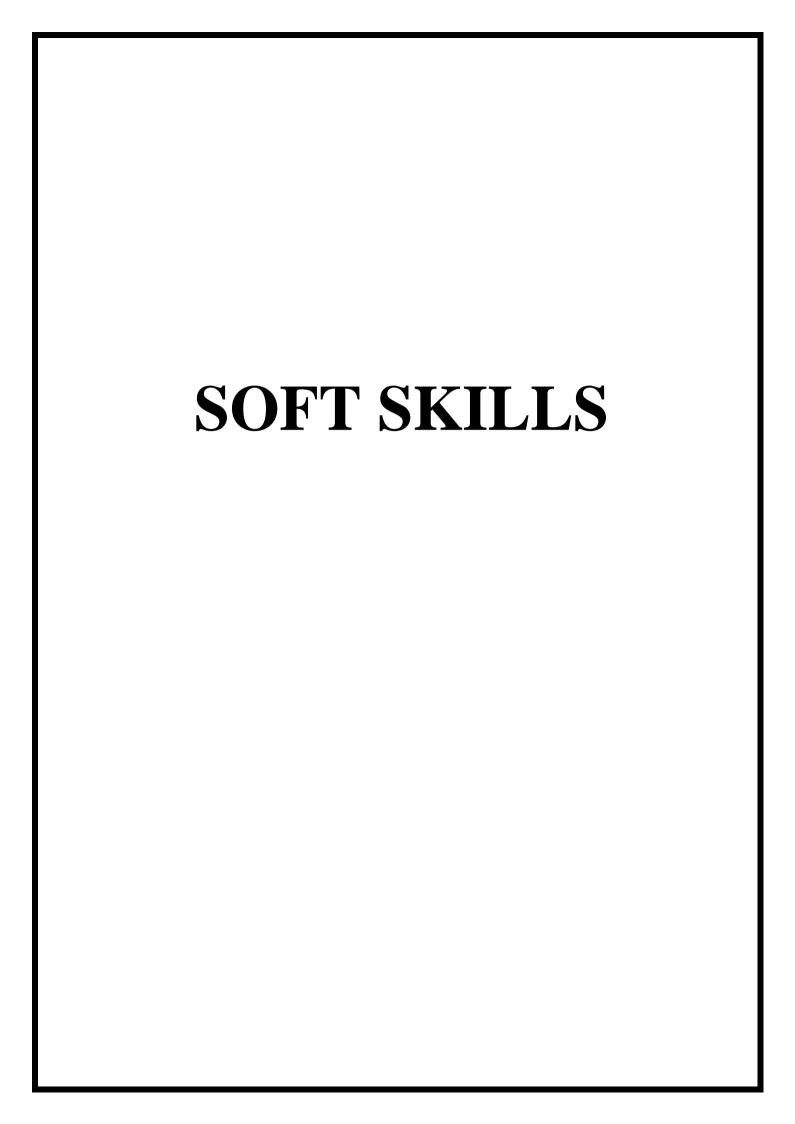
- Mccrie, Robert D. "A Brief History of the Security Industry in the United States." In Business and Crime Prevention. Edited by M. Felson and R. V. Clarke. Monsey, N.Y.: Criminal Justice Press, 1997.
- Nalla, Mahesh K.; Hoffman, Vincent J.; and Christian, Kenneth E. "Security Guards Perceptions of Their Relationship with Police Officers and the Public in Singapore." Security Journal 7 (1996)

- https://ncert.nic.in/vocational/pdf/iesg101.pdf
- https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf
- https://ncert.nic.in/vocational/pdf/iesg101.pdf
- https://www.ifsecglobal.com/perimeter-security-the-big-picture/
- https://www.academia.edu/30800511/INDUSTRIAL_VISIT_REPORT_A Report_on_Industrial_visit_to

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	Unit – 4	1	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
Section C	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	



SOFT SKILLS -I FIRST SEMESTER

PAPER TITLE: PERSONALITY ENRICHMENT

SUBJECT CODE: 19PGSL401	THEORY	100 MARKS
SEMESTER: I	CREDITS: 2	TOTAL HOURS:

UNIT I- SELF DISCLOSURE

- Characteristics of self-disclosure
- Self-disclosure benefits and appropriateness
- Self-disclosure and self-awareness
- Self-disclosure and feedback.

UNIT II - ANGER, STRESS AND MANAGING FEELINGS

- The nature of stress
- Managing stress through social support systems
- The Nature of anger
- Guidelines for managing anger constructively
- Dealing with an angry person

UNIT III – INTERPERSONAL EFFECTIVENESS

- Managing anxiety and fear
- Breathing –an antidote to stress
- Progressive muscle relaxation
- Understanding your shyness
- Building one' self esteem
- Avoiding self-blame
- Taking risks
- Tolerating failure
- Persisting and celebrating success
- Self-talk.

UNIT IV- STUDY SKILLS

- Importance of study environment
- Using VCR3 to increase memory power: visualizing, concentrating, relating, repeating, reviewing
- Memory hindrances
- Memory helpers
- Knowing vs memorizing
- Memory and studying
- The SQ3R method; survey, write questions, read, recite, review
- Mnemonic devices rhymes acronyms pegging
- Cooperative learning.

UNIT V- GOAL SETTING AND MANAGING TIME

- The basis of effective goals
- Steps to be followed to obtain optimum results from goal setting
- Identifying the reasons for procrastination
- Guidelines to overcome procrastination
- Priority management at home and college

REFERENCE

- 1. Johnson, D.W. *Reaching out Interpersonal Effectiveness and Self Actualization*. 6th ed. Boston: Allyn and Bacon. 1997.
- 2. Sherfield, R. M. Montgomery, R.J. and Moody, P, G. *Developing Soft Skills*. 4th ed. New Delhi: Pearson. 2010.
- 3. Robbins, S. P. and Hunsaker, Phillip, L. *Training in Interpersonal skills. Tips for managing people at work*.5th ed. New Delhi: PHI Learning. 2009.

SOFT SKILLS -II SECOND SEMESTER

PAPER TITLE: WORKPLACE COMMUNICATION SKILLS

SUBJECT CODE: 19PGSL402	THEORY	100 MARKS
SEMESTER: II	CREDITS: 2	TOTAL HOURS:

UNIT I - GOAL SETTING

- SMART Goals
- Blue print for success
- Short Term, Long Term, Life Time Goals

UNIT II TEAM BUILDING AND WORKING

- Team Work necessity
- Personal, Social and Educational

UNIT III EMOTIONAL INTELLIGENCE

- Definition
- Emotional quotient
- Importance of Emotional Intelligence
- Emotion Scales
- Managing Emotions

UNIT IV - CREATIVITY

- Out of the box thinking
- Lateral Thinking
- Stimulating innovation and change

UNIT V - DECISION MAKING & EMPOWERMENT

- Importance and necessity of Decision Making
- Process and practical way of Decision Making
- Weighing Positives & Negatives
- Power tactics
- Coalition
- Managerial empowerment
- Entrepreneurship

REFERENCE

- 1. Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.
- 2. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.
- 3. Thomas A Harris, I am Ok, you are Ok, New York-Harper and Row, 1972
- 4. Daniel Goleman, Emotional Intelligence, Bantam Book, 2006

SOFT SKILLS -III THIRD SEMESTER

PAPER TITLE: SELF & TIME MANAGEMENT SKILL

SUBJECT CODE: 19PGSL403	THEORY	100 MARKS
SEMESTER: III	CREDITS: 2	TOTAL HOURS:

UNIT I- STRESS MANAGEMENT

- Definition of Stress
- Types of Stress
- Symptoms
- Stress coping ability
- Stress inoculation training
- Techniques to manage Stress

UNIT II - CRISIS & CONFLICT MANAGEMENT SKILLS

- Definition of Crisis
- Ways to overcome Crisis
- Critical Thinking & Innovation
- Problem Solving
- Types of conflict
- Conflict stimulation
- Conflict resolution Approaches

UNIT III - INTERPERSONAL SKILLS

- Group decision making
- Types of leadership
- Emotional intelligence
- Effective leadership
- Negotiation skills

UNIT IV-TIME MANAGEMENT

- Concept
- Limitations
- Attendance, Self-Discipline & Punctuality
- Adherence to Time
- Maintaining Work/Life Balance

UNIT V-SELF-ACTUALIZATION

- SWOC Analysis
- Self-Regulation
- Self-Evaluation
- Self-Management
- Self-Monitoring
- Self-Criticism
- Self-Motivation
- Self Esteem
- Importance of Self Confidence

Independent Publication 1985. Mitra, Barun B	lishing Platform; I K. Personality Dev lec R. The Time Ti	Large edition. M elopment and So	oft skills, Oxford	University Press.	2011.
DOOMS, 2007.					

SOFT SKILLS -IV FOURTH SEMESTER

PAPER TITLE: SPOKEN AND PRESENTATION SKILLS

SUBJECT CODE: 19PGSL404	THEORY	100 MARKS
SEMESTER: IV	CREDITS: 2	TOTAL HOURS:

Unit - I

- Body Language
- Kinesics, Proxemics, Para linguistic, Chronemics,
- Nuances of Speech Delivery.
- Personality Development: Building self-esteem.

Unit - II

- Team work and participating in group discussions
- Team building and Team work
- Team briefing
- Role of Team leader
- Conflict resolution
- Methodology of Group discussions
- Role Functions in Group Discussion
- Types of Non functional Behavior
- Improving group performance.
- Participating in Mock group discussions.

Unit - III

- Interviews
- Types of Interviews
- Preparing for interviews
- Facing interviews
- Reviewing performance
- Participating in mock interviews.

Unit – IV

- Etiquettes for Public Speaking (extempore and lectures)
- Telephone Conversations and Business Meetings

Unit - V

- Business Presentations
- Preparing successful presentations
- Thinking about audience
- Making effective use of visual aid
- Delivering presentation-using prompts, dealing with questions and interruptions
- Mock presentations.

REFERENCE

- 1. Peter, Francis. Soft Skills and Professional Communication. New Delhi: Tata McGraw Hill. 2012.
- 2. Singh, Prakash and Raman, Meenakshi. Business Communication. New Delhi: Oxford UP. 2006.
- 3. Bailey, Edward P. Writing and Speaking at Work: A Practical Guide for Business Communication. Pennsylvania: Prentice Hall. 2007.
- 4. Pease, Allan and Peas, Barbara. The Definitive Book of Body Language. New York: Random House. 2006.
- 5. De Bono, Edward. 1993. Serious Creativity. Reprint. Harper Business. 1993.