



CONTENTS

VOL. 3 NO. 2 SUMMER 2006 (April-June)

Editor's Note vii

1. MANAGEMENT OF OUR DEFENCE: 1
ROLE OF THE COSC

The Group of Ministers had concluded in February 2001 that the Chiefs of Staff Committee (COSC), the highest military authority in India, had been ineffective and had not fulfilled their mandate. Air Commodore **Jasjit Singh** AVSM VrC VM (Retd) examines the institution of the COSC from the historical perspective and the past record to make the case that the COSC has functioned well in spite of serious infirmities in the framework in which it is to function and absence of understanding of its role, that need addressing.

2. BUDGETARY REFORM FOR SUSTAINED 29
MODERNISATION

Past experience shows that force modernisation tends to become an early casualty in the process of budget formulation for a variety of reasons. Shri **Amiya Kumar Ghosh** examines ways and means to overcome the lacunae in allocation of resources for defence and proposes reforms to ensure force modernisation in a cost-effective manner.



3. INDIAN DEFENCE INDUSTRY: INSULATION GRADUALLY MELTING	59
---	-----------

The Indian defence industry needs a boost. India's high rate of growth and economic performance has opened up new opportunities to energise our defence industry. Private sector partnership is crucial in this process. Unfortunately, very little progress is taking place in spite of policy changes having been initiated. Shri **A. Vinod Kumar** makes a case for creating multiple interdependencies to energise the Indian defence industry.

4. SATELLITE RECONNAISSANCE, ISR AND COUNTER-MEASURES	85
--	-----------

Given the increasing reliance on space assets and capabilities, Group Captain **A.S. Bahal** examines satellite-based intelligence, reconnaissance and surveillance to focus on the need and approach to deal with counter-measures.

5. UAVS: CAPABILITIES AND TRENDS A CASE STUDY OF THE USA, EUROPE AND ISRAEL	103
--	------------

Unmanned air vehicles have acquired increasing utility in various ways, especially after the recent wars. Wing Commander **Rajiv Goyal** examines the current trends in UAVs in key countries, and their capabilities

6. BEYOND UTILITY TARGETING: TOWARD AXIOLOGICAL AIR OPERATIONS	133
---	------------

A hot topic in aerospace discussions today is targeting—what, where, how, and when to do it in order to achieve the desired effects. Lt. Colonel **W.W. Wijninga** and Colonel (Retd) **Richard Szafranski** argue that today the dominant mechanism and measurement for targeting is industrial-age utility and that in the future, an equally important method should be targeting

based on adversary leaders' values, depriving or holding at risk their ability to fulfil human needs.

7. ETHICS AND VALUES IN MILITARY LEADERSHIP 157

In our relentless quest for success, recognition and even fame in an increasingly competitive world, the military also seems to have become obsessed with "Doing a Thing Right" rather than "Doing the Right Thing." Intense competition to climb the "Pyramid," environmental compulsions, desire for quick results in the face of complex pressures have possibly resulted in ethics, values and principles falling by the wayside. Group Captain **Arjun Subramaniam** argues for restoring ethics and values in military leadership.