

RESUME

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MAJOR ACHIEVEMENTS

- Held ICCR India Chair in FGV, Rio de Janeiro, Brazil in 2013 where I taught a course on Defence Economics
- External members in the Defence Audit Advisory Board (DAAB) constituted by the defence wing of the Comptroller and Auditor General of India (CAG)
- Recipient of President's (Defence Minister) Award for Excellence, 2011 & 2012 for outstanding research
- Was Member and Coordinator of three major studies tasked by the Ministry of Defence, Government of India
- Consultant to the Taskforce on Defence Modernisation and Self-reliance, constituted by the National Security Council Secretariat (NSCS)
- Was part of three IDSA study teams that prepared reports for the Seventh Central Pay Commission; Expenditure Management Commission, Ministry of Finance; and Director General (Acquisition), MoD
- Was the chief coordinator of a major International Seminar on Defence Acquisition held on July 12-14, 2011 in IDSA

PUBLICATIONS

BOOK

1. *India's Defence Economy: Planning, Budget, Industry and Procurement*, Routledge, London, 2021
2. *Indian Defence Industry: An Agenda for Making in India*, IDSA/Pentagon Press, New Delhi, 2016

EDITED BOOK

1. *Defence Acquisition: International Best Practices*, IDSA/Pentagon Press, New Delhi, 2013

MONOGRAPH

1. *Defence Offsets: International Best Practices & Lessons for India*, IDSA Monograph Series, No. 45, 2015.
2. *Indian Defence Industry: Issues of Self-Reliance*, IDSA Monograph Series, No 21, July 2013

OCCASIONAL PAPER

1. [Defence Innovation in India: The Fault Lines](#), IDSA Occasional Paper No 32, January 2014.

ARTICLE IN PEER REVIEWED JOURNALS

1. "India's Defence Expenditure: A Trend Analysis", *Strategic Analysis*, 2021 (co-authored)
2. "Enhancing the Effectiveness of Defence Indigenization: The Case of Bullet-Resistant Jackets", *Strategic Analysis*, Vol. 44, No. 6, 2020, pp. 553–569 (co-authored).
3. "Indo-US Defence Industry Cooperation: A Prognosis", *India Quarterly*, Vo. 74, No. 3, September 2018, pp.337-342 (co-authored)
4. 'Examining the US Defence Acquisition Apparatus: What Can India Learn?', *Journal of Defence Studies*, Vol. 11, No. 4, October-December 2017, pp. 73-92.
5. 'Modernisation of Indian Navy: Budgetary and Procurement Constraints', *Revista da Escola de Guerra Naval*, Vol. 19, No. 1, Jan-June 2013, pp. 9-22.
6. 'India's Naval Shipbuilding Industry: Key Gaps and Policy Options', *Defence Studies*, Vol. 12, No. 3, August 2012, pp. 434-451 (co-authored).
7. "[India's Defence Acquisition System: Need for Further Reforms](#)", *Korean Journal of Defence Analysis*, Vol. 21, No. 1, March 2012, pp. 89-105.
8. "Enhancing Private Sector Participation in India's Defense Production", *Defense & Security Analysis*, Vol. 27, No. 3, September 2011, pp. 251–265.
9. 'Examining the US Defence Acquisition Apparatus: What can India Learn?', *Journal of Defence Studies*, Vol. 11, No. 4, October–December 2017, pp. 73–92
10. 'Indian Offset Policy: An Impact Analysis', *Journal of Defence Studies*, Vol. 9, No. 4 October-December 2015, pp. 111-132.
11. "India's Ordnance Factories: A Performance Analysis", *Journal of Defence Studies*, Vol. 6, Issue 2, April 2012, pp-63-77.
12. "India's Defence Budget 2010-11: An Analysis", *Journal of Defence Studies*, Vol.4, No.2, April 2010, pp.50-60.
13. "Defence Planning in India", *Journal of Defence Studies*, Vol.4, No.3, July 2010, pp.126-135.
14. "India's Defence Public Sector Undertakings: A Performance Analysis", *Journal of Defence Studies*, Vol.3, No.4, October 2009, pp.118-130.
15. "India's Defence Offset Policy", *Strategic Analysis*, Volume 33, Issue 2, March 2009, pp. 242-253
16. "India's Defence Spending: A Trend Analysis", *Journal of Defence Studies*, Vol. 3, No. 2, April 2009, pp.109-127.
17. "India's Affordable Defence Spending: An Economic Perspective", *Journal of Defence Studies*, Vol. 2, No. 1, Summer 2008, pp.136-148.

ARTICLES IN NON-PEER REVIEWED JOURNALS

1. 'China's Success in Arms Export: Lessons for India', *Scholar Warrior*, Autumn 2017, pp. 28-36.

BOOK CHAPTER

1. 'Indian Defence Industry: Will 'Make in India' Turn it Around?', in Hartley, K and Belin, J (Eds). *The Economics of the Global Defence Industry*, Routledge: London, 2020, pp. 506-526.
2. 'Indian Defence Industry: A Reform Agenda', in Gurmeet Kanwal and Neha Kohli (ed.), *Defence Reforms: A National Imperative*, Pentagon, New Delhi, 2018, pp. 180-197.
3. 'Changing Contours of Indian Defence Expenditure: Past as Prologue?' in Harsh V. Pant (ed.), *Handbook of Indian Defence Policy*, Routledge, London, 2015, pp. 235-251.
4. "Arms Trade Offsets: Global Trend & Best Practices", in Vinod Misra (ed.), *Core Concerns in Indian Defence and the Imperatives for Reforms*, Pentagon Press, New Delhi, 2015, pp. 289-309
5. "Defence Spending in India and its Neighbourhood", in SD Muni and Vivek Chadha (ed.), *Asian Strategic Review*, IDSA/Pentagon Press (April 2013).
6. "FDI in Indian Defence Industry", in Laxman Kumar Behera and Vinay Kaushal, *Defence Acquisition: International Best Practices*, IDSA/Pentagon Press, 2013, pp. 301-316

INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES (IISS)

1. 'Defence Economics', *Military Balance 2014*, IISS, Routledge, London, 2014, pp. 219-221.
2. 'Defence Economics', *Military Balance 2015*, IISS, Routledge, London, 2015, pp. 213-215.
3. 'Defence Economics', *Military Balance 2016*, IISS, Routledge, London, 2016, pp. 227-229.

JANE'S DEFENCE WEEKLY

1. 'Indian Reforms: Lacking the Punch', *Jane's Defence Weekly*, Vol 50, Issue 41, October 09, 2013, p. 21

NEWS PAPER EDITORIAL/ARTICLE

1. "[India should aim to sharpen the teeth-to-tail ratio of its forces](#)", *LiveMint*, January 06, 2021.
2. "Self-Defence is the Best Offence", *The Economic Times*, May 19, 2020.
3. "Rebuilding Ordnance Factories", *Business Standard*, August 30, 2019
4. "For Better Arming & Loading", *The Economic Times*, July 10, 2019
5. 'Economic Situation to Weigh heavily on resource allocation decisions', NDTV.com, June 18, 2019
6. 'More funds needed for military modernisation', *The Hindu BusinessLine*, January 29, 2019.
7. 'The missing Made-in-India tag on our guns and jets', *Livemint*, March 08, 2017.
8. 'Building our Own Fighter', *The Economic Times*, February 14, 2017
9. 'The Unfinished Defence Reform Agenda', *LiveMint*, February 14, 2017.
10. 'Budget 2016: Holistic approach to defence planning is absent in India', *The Economic Times*, March 05, 2016
11. 'Make in India: Big role for private firms in defence', *LiveMint*, February 15, 2016
12. 'Ground Reality at HAL', *The Indian Express*, February 06, 2013
13. 'Four Steps Towards Independence', *The Indian Express*, August 30, 2012

SPECIAL FEATURE

1. [Bang for Buck: India's Defence Expenditure in Wider Perspective](#), July 10, 2020.
2. [Defence Pension Reforms: Recommendations of the Past Committee and Commissions](#), February 28, 2020.
3. 'DPP-2016: An Analytical Overview', April 12, 2016
4. 'A French Solution to India's Defence Acquisition Problem', August 29, 2016

ISSUE BRIEF

1. [Firm on Modernisation: India's Defence Budget 2021-22](#), *SSPC Issue Brief*, February 2021.
2. [Defence Acquisition Procedure 2020: Imperatives for Further Reforms](#), *ORF Issue Brief*, No. 440, February 2021.
3. [Estimating India's Defence Manpower](#), August 04, 2020.
4. [India's Defence Budget 2020-21](#), February 04, 2020.
5. 'India's Defence Budget 2019-20', July 08, 2019.
6. 'Interim Defence Budget 2019-20', February 04, 2019.
7. 'Examining the Feasibility and Affordability of Raising the Share of Defence Expenditure to Three Percent of GDP', August 20, 2018.
8. [Implications of CAATSA for India's Defence Relations with Russia and America](#), April 26, 2018.
9. 'Defence Budget 2018-19: Over to the Standing Committee for Scrutiny', February 26, 2018.
10. 'Defence Budget 2018-19: The Imperative of Controlling Manpower Cost', February 02, 2018
11. 'India's Defence Budget 2017-18: An Analysis', February 03, 2017
12. 'All about Pay & Perks: India's Defence Budget 2016-17', March 03, 2016
13. 'Make in India' for Defence Sector: An Overview of the Dhirendra Singh Committee Report', September 16, 2015
14. 'India's Defence Budget 2015-16', March 02, 2015.
15. 'A Critical Review of Defence Procurement Procedure 2011', January 25, 2011

POLICY BRIEF

1. [Refining Draft Offset Guidelines 2020](#), June 08, 2020.
2. [Draft DPP-2020: Standard Contract Document](#), May 14, 2020.
3. [Defence Pension: A Comparative Study of India, US and UK](#), April 23, 2020.
4. [Refining Draft DPP-2020](#), April 08, 2020.
5. 'Defence Agenda for Modi Government 2.0', June 06, 2019.
6. 'Make in India' for Defence: A Roadmap', February 05, 2015.
7. 'A Case for Increasing FDI up to 100 per cent in India's Defence Industry', August 09, 2011.
8. 'A Critique of India's Defence Offset Guidelines 2012', September 03, 2012.

STRATEGIC COMMENT

1. [Atma Nirbhar through Arms Import Ban](#), August 13, 2020.
2. [Atma Nirbhar through Canteen Sales](#), August 11, 2020.
3. [Atma Nirbhar in Defence Technology](#), August 10, 2020
4. 'Covid-19 and India's Defence Spending', April 24, 2020.

5. 'Defining the Charter of Chief of Defence Staff', November 21, 2019.
6. 'Make-II: Need to Prevent Duplication of Efforts and Backdoor Entry of Import', October 23, 2019.
7. 'In Favour of Corporatisation of Ordnance Factory Board', August 21, 2019
8. 'Mission Shakti: What Next', April 09, 2019
9. 'AK-203: A Boost for the Army and Make in India', March 11, 2019 (jointly with DG, IDSA)
10. 'Creation of Defence Planning Committee: A Step towards Credible Defence Preparedness', April 19, 2018.
11. 'Draft Defence Production Policy 2018: Challenges Galore', April 04, 2018
12. 'Changes in the SCOMET List: What it means for the Indian Defence Industry', June 08, 2017
13. 'An Assessment of the Strategic Partnership Model in Defence Industry', June 02, 2017
14. 'Preference for Local Industry in Defence Contracts: What India Can Do', May 22, 2017
15. 'BEML Disinvestment: What about the other DPSUs and OFs?', January 20, 2017
16. 'Making FDI Count in Defence', June 22, 2016
17. 'Strategic Partnership: A Critical Overview of the Aatre Task Force Report', April 26, 2016
18. 'Defence Budget 2016-17: The Bigger Worry', March 22, 2016
19. "Strategizing India's Defence Exports", September 17, 2014
20. 'India's Revised Defence FDI Policy', September 01, 2014
21. 'India's Interim Defence Budget 2014-15: An Appraisal', February 23, 2014
22. 'Run up to the Defence Budget 2014-15: Challenges to Modernisation', February 4, 2014
23. 'Defence Offset Guidelines: Time to Correct the Imbalance', July 24, 2013
24. 'LAAD Exhibition: Showcase of Brazilian Self-Reliance', April 25, 2013
25. 'India's Defence Budget 2013-14: A Bumpy Road Ahead', March 04, 2013
26. 'India's Defence Budget 2012-13', March 20, 2012
27. 'A Critique of MoD's Joint Venture Guidelines', March 05, 2012
28. 'Private Sector Participation in Defence Production: Industrial Licensing and FDI Issues', January 27, 2012
29. 'F-35 is not an Ideal Choice for India', November 23, 2011
30. 'India's Defence Budget 2011-12', March 07, 2011
31. 'Defence Budget should go beyond Fiscal Austerity', February 23, 2011
32. 'An American Solution to India's Defence Acquisition Problem?', October 08, 2010
33. 'Budgeting for India's Defence: An Analysis of Defence Budget 2010-11 and the Likely Impact of the 13th Finance Commission on Future Defence Spending', March 03, 2010
34. 'Mahindra's Giant Leap into Defence Production: The Need for Further Policy Initiatives to Promote Private Sector', December 22, 2009
35. "Indian Defence Industry Poised to Grow", November 10, 2009
36. "India's Defence Budget 2009-10: An Assessment", February 18, 2009
37. 'India's Defence Offset Policy 2008', August 19, 2008
38. 'TATA's Forays into Defence Production", June 17, 2008
39. 'India's Defence Budget 2008-09', March 19, 2008
40. 'Private Sector Participation in Indian Defence Industry', January 08, 2008

41. 'Rising Cost of the Global War on Terror', January 01, 2008
42. 'Indian Defence Acquisition: Time for Change', August 03, 2007
43. 'The Indian Defence Budget 2007-08, March 09, 2007
44. 'The US Defence Budget for 2008', February 21, 2007
45. 'China's Defence White Paper: Can India Draw Some Lessons?', January 31, 2007
46. 'Economics of Indo-US Nuclear Deal', January 18, 2007
47. 'Impression on International Seminar on Defence Finance and Economics', November 26, 2006.

DEFENCE REVIEW ASIA

1. 'India's Defence Budget 2016-17: Personnel Cost A Problem', *Defence Review Asia*, Vol. 10, No. 3, May-June 2016, pp. 20-22.
2. 'Two Squadron of Rafales for India', *Defence Review Asia*, Vol 9, No. 4, June 2015, pp. 10-13
3. 'Make in India: A New Era for Indian Defence Industry', *Defence Review Asia*, Vol. 9, No. 3, May 2015, pp.26-29
4. 'Modernisation of the Indian Air Force', *Defence Review Asia*, Vol. 7, No.1, February 2013, pp. 14-16.
5. 'India's Naval Helicopter Programme Caught in Controversy', *Defence Review Asia*, Vol. 6, No. 7, November 2012, pp.14-15
6. 'India's Defence Offset Guidelines 2012', *Defence Review Asia*, Vol. 6, No. 6, Sept-Oct 2012, pp.25-27.
7. "India's Defence Budget 2012-13", *Defence Review Asia*, Vol. 6, o. 4, June 2012, pp. 32-34.
8. 'India's Indigenous Light Combat Aircraft Programme', *Defence Review Asia*, Vol. 6, No. 1, February 2012, pp. 19-21.
9. "India's Defence Production Policy", *Defence Review Asia*, Vol. 5, No. 7, November 2011, pp, 26-27
10. 'India's Defence Budget 2011-12', *Defence Review Asia*, Vol. 5, No. 3, May 2011, pp. 33-36.
11. "India's New Defence Procurement Procedure", *Defence Review Asia*, Vol. 5, No. 2, March-April 2011pp. 23-26.
12. 'The MMRCA: Decision Expected Soon', *Defence Review Asia*, Vol. 5, No. 1, February 2011, pp. 12-16.
13. 'India's Growing Defence Industry Base', *Defence Review Asia*, Vol. 4, No 7, November 2010, pp. 31-36.
14. 'Defence Budget Explained', *Defence Review Asia*, Vol. 4, No. 6, Sep-Oct 2010, pp. 13-16.
15. 'The Saga of MBT Arjun', *Defence Review Asia*, Vol. 4, No. 4, June 2010, pp. 20-22.
16. 'Revisiting India's Defence Offset Policy', *Defence Review Asia*, Vol. 4, No. 3, May 2010, pp. 22-23

SELECT OTHER PUBLICATIONS

1. 'Examining India's Defense Innovation Performance', SITC Research Briefs, Series 10 (2018-10), May 2018
1. 'Buy Indian', *Defence Procurement International*, Winter 2016/17, pp, 33-33.

2. 'Make in India and the Private Sector', *Defence and Security Alert*, Vol. 7, No. 2, pp. 13-15.
3. 'Why India's Defence Preparedness is Hollow', *Rediff.com*, April 02, 2012
4. 'India Needs to Shore up Defences', *Gulf News*, March 09, 2011.
5. 'Rising Dragon, Slumbering Elephant: Chinese and Indian Defense Planning' *World Politics Review*, March 26, 2010.
6. "India-Iran Economic Cooperation", *World Focus*, August, 2005
7. "Iran-US Nuclear Standoff: The Role of EU", *South Asia Politics*, November 2005
8. "Energy Security", *Human Touch*, November 2005.

OTHER ASSIGNMENT

1. Co-ordinated the online International Symposium on "Taliban in Afghanistan: Implications and Strategy for the Region", held on September 04, 2021
2. Co-ordinated the online Panel Discussion on "Taliban in Afghanistan: Implications and Strategy for India", held on August 30, 2021.
3. Co-ordinated the 1st ever SCNSS Webinar lecture delivered by Dr. Ajay Kumar, Defence Secretary, Government of India, on "Recent Reforms in India's National Security Apparatus", held on June 02, 2021.

SELECT LECTURE/PRESENTATION IN CONFERENCES/WORKSHOPS/SEMINARS/WEBINARS

1. "Assured Budgetary Support", Seminar on Integrated Capability Development System", Organised by the HQ IDS, MoD & CENJOWS, September 10, 2021.
2. "Taliban in Afghanistan: Implications and Strategy for the Region", International Symposium on 'Taliban in Afghanistan: Implications and Strategy for the Region', organised by SCNSS, JNU, September 04, 2021.
3. 'Relationship Between National Security, Great Power Competition, Geoeconomics and Innovation: An Indian Perspective', paper presented in Conference on Evolving Relationship between Geo-Economics, Innovation, national Security and Great Power Competition, Organised by the University of California Institute on Global Conflict and Cooperation, 31 August-02 September 2021.
4. 'Budgetary Framework in GoI and Ministry of Defence & Defence Budget', Defence Financial Management Course (DMFC), Organised by Principal Controller of Defence Accounts (NC), J&K, August 23, 2021
5. 'Financial, Infrastructure & Testing Needs of the Industry', Defence and Security Conference: Post Covid-19, Organised by Global Counter Terrorism Council (GCTC) and Ministry of Defence, July 01-03, 2021
6. 'Defence Procurement Procedure & Defence Offset Policy of India', Dept. of Geopolitics and International Relations, Manipal Academy of Higher Education, Special Lecture, June 29, 2021.
7. 'Nature of Armed Conflict & Developments in Armaments Technology', Induction Course for AWM (Promottee), National Academy of Defence Production, Nagpur, April 06, 2021.
8. 'Trends in Procurement by the Indian Armed Forces', Induction Course for AWM (Promottee), National Academy of Defence Production, Nagpur, April 06, 2021
9. 'Defence Tenders and Bidding', NALSAR University of Law, Hyderabad, March 12, 2021.

10. 'Latest Defence Contracts and Issues in India', NALSAR University of Law, Hyderabad, March 12, 2021
11. 'Defence Acquisitions', NALSAR University of Law, Hyderabad, March 11, 2021.
12. 'Defence Budget 2021-22", SIDM Executive Council, Confederation of Indian Industry, March 08, 2021.
13. "Defence Policy and Planning", Faculty Induction Programme-IV, Organised by HRDC, JNU, February 04, 2021.
14. "Contract Design and Management for Procurement of Defence Goods/Services (Including Defence Offsets), Virtual Training of Army Officers, organised by National Academy of Audit and Accounts, Shimla, February 02, 2021.
15. "India's National Security Challenges", in International Webinar on Crisis of Security Challenges: A Global Concern, Organised by Dept. of Defence & Strategic Studies, Tuljaram Chaturchand College, Pune, January 15, 2021.
16. "Countering the China Challenge: From Borders to Cyberspace", Organised by LiveMint, January 04, 2021.
17. "Trends in India Defence Budgeting 2021-2030", Roundtable on Imperatives of IAF Force structure in the new Indo-Pacific Construct, organised by Bharat Shakti at Constitution Club of India, December 15, 2020.
18. 'Challenges of Defence Procurement', Training Programme for Indian Defence Accounts Service (IDAS) Probationers, organised jointly by the Gokhale Institute of Politics and Economics, Pune and NADFM, MoD, November 17, 2020.
19. 'Defence Offsets: Comparative Experience of Different Countries', Training Programme for Indian Defence Accounts Service (IDAS) Probationers, organised jointly by the Gokhale Institute of Politics and Economics, Pune and NADFM, MoD, November 17, 2020.
20. 'Make in India and Defence Production', Training Programme for IDAS Probationers, organised jointly by the Gokhale Institute of Politics and Economics, Pune and NADFM, MoD, November 18, 2020.
21. 'Make in India', Arun Jaitley National Institute of Financial Management, Ministry of Finance, Faridabad, November 11, 2020.
22. 'What ails India's military modernization: The Fault lines in Planning, Procurement, Budgeting and Industry', O.P. Jindal Global University, October 10, 2020.
23. 'Defence Expenditure Reforms', National Security Council Secretariat (NSCS), Government of India.
24. 'Defence Offset Policy of India: Challenges and Opportunities', Indian Institute of Foreign Trade, New Delhi, July 10, 2019
25. 'Bolstering Make in India in Defence Sector', Defence Services Staff College, Wellington, July 02, 2019.
26. 'Defence Production' RSIS-ISAS Workshop on India: Rising Power in an age of Uncertainty, Singapore, February 28, 2019
27. "Examining India's Defence Innovation Performance" UC San Diego, December 13, 2017
28. "Indian Defence Exports and Offsets", Elliott School of International Affairs, November 7-8, 2017
29. "DPP/Offsets/Make in India", National Institute for Financial Management, Faridabad, January 31, 2017.

30. "Make in India and Defence Production: Reforms, Opportunities and Challenges", Second Annual Memorial Lecture Series, Flying Officer Nirmal Jit Singh Sekhon, PVC, Air Force Association Gujrat branch, Ahmedabad, January 29, 2017.
31. "Make in India: What has Changed?", Mid-Career Training Programme for IDAS Officers Phase-V, Indian Institute for Management-Bangalore, January 25, 2017.
32. "Indian Defence Offset Policy: How to Make it Effective?", College of Defence Management Annual Seminar, Secunderabad, January 06, 2017.
33. 'History and Evolution of DPP and the Provisions of DPP-2016' CLAWS, New Delhi, January 02, 2017.
34. 'Make in India Initiative in Indian Defence Industry', Asia Center, Paris, October 04, 2016.
35. 'Strategies for Innovation and Self-Reliance in new DPP Regime', MCTV Level IV for Senior Administrative Grade (SAG) OFB Officials, Munnar, May 17, 2016
36. 'Arms Smuggling: An Indian Perspective of Diversion and Risk Assessment', Regional Seminar for South Asia and South East Asia on Maritime Arms Transfers and Challenges of Illicit Trafficking and Diversion, Dhaka, May 04, 2016
37. 'DPP-2016: The Vital Role of SHQs', DG Signals, Sena Bhavan, New Delhi, May 12, 2016
38. 'Defence Offsets: International Best Practices and Lessons for India', CGDA, March 22, 2016
39. 'Locating Nuclear Capability in India's Naval Shipbuilding Industry, VI ABED, Sao Paulo, Brazil, August 08, 2012.
40. 'New Economic World Order: Growth of Asian Region and Prospects of Regional Cooperation', Army War College, Mhow, January 20, 2012.
41. 'History of Procurement Process and the Relevance of DPP', Annual Senior Accounts Officers' Conclave, HA WAAC AF, New Delhi, January 17, 2012.
42. 'Defence Procurement Procedure: A Critique', Higher Defence Management Course, College of Defence Management, Secunderabad, January 10, 2012.

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