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ॐ गं गणपतये नमो नमः
 श्री सिध्दीविनायक नमो नमः
 अष्टविनायक नमो नमः
 गणपती बाप्पा मोरया

Dear Students,

With this shloka invoking the blessings of Lord Ganesha, the lord of knowledge, wisdom, and focused vision, I extend my heartiest best wishes to all of you on the occasion of Ganesh Chaturthi. I hope, believe and pray that each one of you seeks knowledge and strives towards excellence in your journey of becoming a professional and even thereafter.

At the same time, on behalf of each one of you and of my own accord I would also like to seek the blessings and best wishes of our revered Gurus, Teachers, and guiding lights of this profession on the occasion of Teachers' Day gone by. It is these learned men and women who not only alight our paths but share a part of themselves to ease our journey and to contribute in the process of nation building.

Friends, having travelled years through my own professional journey and having my own share of stumbles and wins, I have always believed that neither of them holds any permanence. Even so, inevitably, in the voyage of wisdom you will encounter both successes and failures. While there is no doubt that successes would make us ecstatic, failures on the other hand might lead us into melancholy. Yet, what is required in both the scenarios is a razor sharp focus on the goal and a penchant for learning. Both, academic as well as professional growth are possible, only when we possess the attributes of patience, perseverance, dedication, discipline and zeal to learn.

Company Secretary Course being a professional course demands not just possession of these attributes but the honing of our skill set continually. Given that CSEET is the gateway to the Company Secretary Course, the test needs to be taken not just seriously but with meticulous preparation of all the Papers. As the saying goes, "Well begun is

half done”, an optimum preparation for CSEET paves the way for smooth and successful voyage of the Company Secretary Course.

Do remember that learning is an eternal voyage, so never stop learning...

With warm regards,

(CS Nagendra D. Rao)

President

The Institute of Company Secretaries of India

An Overview of Visual Communication*

Introduction

By definition, visual communication is the practice of graphically representing information to efficiently, effectively create meaning. There are many types of content in the realm of visual communication, with examples including infographics, interactive content, motion graphics, and more.

The possibilities are endless. But no matter the medium, all incorporate at least some of the following elements: interactivity, iconography, illustration, supporting text, graphs, data visualization, and animation. Examples of where visual communication can be used include conferences and trade shows, websites, social media posts, office presentations and meetings, and so on and so forth.

Popular Methods of Visual Communication

1. Presentations

Creating a slide deck or presentation slides is a trusted method to present information and data with the help of graphics. This is especially helpful when we are working with text-heavy data. Presenting information in the form of bar graphs, pie charts or tables helps the audience understand what we are trying to convey.

2. Brochures

Offering brochures and downloadable resources assist tremendously in accessing customers. For instance, if a company has launched a new service, a brochure containing its features and outcomes for the consumer will help in conveying the desired message to the prospective consumers.

3. YouTube Videos

Most organizations are active on YouTube as a means to share more information about their products. The idea is that a two-minute video can convey more about a product than pages and pages of a report. It's also a marketing technique to reach a wider audience. Customers can then interact with the organization directly via comments and share what they think of their product or service. The videos often use animation and images to make their point.

4. Animated Graphics

Motion graphics are a fun way to share information. They're easy to grasp and follow, making sure that no information is lost in translation. Motion graphics can be incorporated into the presentations as well. It is to be noted that many people working in creative roles have now turned their resumes into dynamic websites with animation.

**Dr. Akinchan Buddhodev Sinha, Deputy Director, The ICSI.*

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5. Custom images and Vectors

Stock images are commonly-used for blogs and websites. But one can create his/her own vectors (computed graphic) or create custom images for niche content. Prioritizing quality over quantity is effective in to surmount competition.

If an employee is desirous of making a mark in the minds of seniors and top management, then he/she has to devise creative ideas to communicate with the team members. For example, while giving a presentation to the team members on marketing strategies, financial strategies, human resource strategies, and growth plan of the organisation with the help of customer vectors or images then the thoughts may be communicated more effectively.

6. Infographics

Infographics are popular visual communication tools. They are a combination of 'information' and 'graphics'. If one has to explain a concept or a framework, it's more effective to create an infographic. It helps readers understand the concept easily. For instance, a presenter could use a cyclical graphic to explain a process or a hierarchical graph to define a system.

7. Social Media

One of the most popular methods to share information today is social media. Facebook and Instagram ad-campaigns are part of every marketer's toolkit. A study has revealed that 80% of marketers include visual images in their social efforts, 63% use video, while 35% prefer live video for marketing of the products of the organisation.

Significance of Visual Communication

The significance of the visual communication may be understood from its capacity to address the challenges of limited attention, remembering the content and understanding the content, in case it is meaningful.

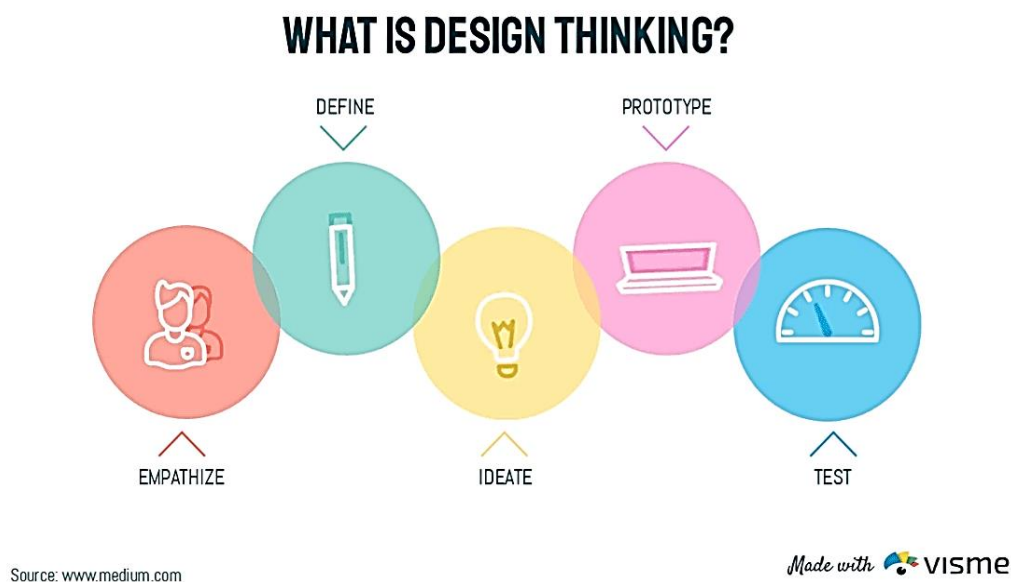
- i) **Limited attention:** For any speaker, the first challenge is to retain the attention of the audience. According to the Classic 2015 study by Microsoft, the average human has an eight second attention span. In the years after the mentioned study was conducted, it has been observed that attention spans have been narrowing. According to a 2019 study in Nature Communications the trend of lack of attention is rising.

Distractions create lot of problems in free flow of communication. For instance, the common distractions a reader may face are- looking at the notifications that pop-up on the phone even during conversation with family, friends, or colleagues, checking email, chatting with co-workers who pop by their desk and scrolling through social media.

Visual communication helps in making the contents distraction proof. Since the likelihood of distraction is often correlated with the quality of visual contents, the use of visuals assist in refocussing and returning to the main ideas of the contents.

- ii) **Remembering the contents:** The second challenge businesses witness with readers is making sure that the contents are remembered by the readers. Now

it is to be noted that a content needs to be exceptionally well in order ensure retention by the readers / audience for a long time. Tools like infographics may be used in the content to make it effective. For example, if the topic is related to 'Design Thinking', then the following infographics may be used:



Visual communication has two main advantages when it comes to memory, i.e. first, it enhances the probability that your content will create long term memories in your audience / readers. In this way, the readers will reflect on what they have heard / read and come back later for more content.

Second, strong visual communications help in enhancing reading comprehension and memory while the readers are reading or audience are listening to the contents. It's crucial to keep the readers / audience associated with the contents so that they are able to know about the solutions they are looking for the problems which they might be facing in their official capacity.

Thus, visual communication assists in enriching the contents, thereby making it more interesting and finally helping the readers / audience to remember the contents for a long time.

- iii) **Understanding of the Content** : The third challenge to focus on when it comes to visual communication is whether or not the readers will find the content meaningful because there is so much content out there, and we read numerous contents on a daily basis. With respect to a flurry of contents, the following statistics are quite interesting:

- ✚ In March 2019, over 4.4 million blog posts were published every day.
- ✚ Over 409 million people read more than 20 billion pages on WordPress each month in 2020.
- ✚ There were 488.1 million blogs on Tumblr in January 2020.

✚ The median average time spent reading an article is 37 seconds.

So given the above facts, it is essential to focus on the quality of contents so that it is understood by the readers / audiences. Since if the contents are not understood then it will be impossible to remember them. However, with the effective use of visual communication, the readers / audiences will be able to understand the contents of the communication and will find the same useful.

Conclusion

In this era of digitalization, visual communication has become the mainstay of business communication. It is faster, as well provide ease of understanding and retention to the audience / reader. It has the potential to address large number of people at one go and faster dissemination of thoughts, ideas and views. However, it needs to be used judiciously for getting optimum results.

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The Scenario of Foreign Banks in India*

Introduction

Since early 1990s, the Indian financial system has witnessed numerous changes in the policies and norms to enhance the banking standards in India to the international level. With the onset of financial reforms in 1991 it has ushered in increased flexibility, operational autonomy and competition in the banking milieu.

Subsequent on the recommendations, a series of development were commenced. In 1993, the approval was accepted for the entry of new private banks and further in 1994, allowed the entry of foreign banks in banking sector. Hence, the operations of foreign banks (FBs) received a considerable boost after the post reform era. The Reserve Bank of India (RBI) policy for foreign banks has greatly been liberalized which implying new opportunities for growth and different representations in India.

Meaning and Major Foreign Banks

Foreign banks are those banks which has origination in other country and provide services in another countries. In simple words, foreign banks in India means banks which have headquarters in another country but functions of those banks are being operated from India. It also have to follow regulations and obligations of Host as well as the Parent country.

The RBI's policy on foreign banks' presence in India is founded on two fundamental principles: reciprocity and single mode of presence. According to the Reserve Bank of India, there are currently 46 foreign banks in India (As on July 14, 2020). In various industries, India has attracted massive inflows of foreign direct investment (FDI). Below are some of the best international banks in India with brief information on them.

1. **Citi Bank:** For the fifth year in a row, Kiplinger's Personal Finance has named Citibank the "Best Bank for High-Net-Worth Families," putting the Citigold option accessible to high net-worth clients at the top of the list. Citibank India is a full-service onshore foreign bank having a presence in India.

Its Indian headquarters are in Mumbai, Maharashtra's Bandra Kurla Complex. It is a subsidiary of Citigroup, a multinational financial services business based in New York City. Although the bank is headquartered in Mumbai, the majority of its employees are stationed in Chennai, Mumbai, and Gurugram. Citibank announced on April 15, 2021, that after 119 years in India, it will depart consumer banking in 13 regions, including India, as part of a reorganisation.

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Citibank announced on April 15, 2021, that after 119 years in India, it will depart consumer banking in 13 regions, including India, as part of a reorganisation.

2. **Standard Chartered Bank:** Standard Chartered plc, headquartered in London, England, is a British multinational banking and financial services corporation. It employs over 87,000 people and has a network of more than 1,200 branches and outlets in more than 70 countries. Standard Chartered is a constituent of the FTSE 100 Index and has its primary listing on the London Stock Exchange.

The Hong Kong Stock Exchange, the National Stock Exchange of India, and OTC Markets Group Pink all have secondary listings. In 1858, Chartered established its first branches in Mumbai (Bombay), Kolkata (Calcutta), and Shanghai, with Hong Kong and Singapore following in 1859. In 1862, the Bank began printing Hong Kong dollar banknotes. The bank offers outstanding credit card, private banking, and wealth management services.

3. **HSBC Bank:** HSBC Bank India is a bank headquartered in Mumbai that is a subsidiary of the UK-based HSBC Holdings plc. The Reserve Bank of India regulates it as a foreign bank under the Banking Regulation Act, 1949. (RBI). HSBC Holdings is a multinational investment bank and financial services holding corporation headquartered in the United Kingdom.

With total assets of US\$2.984 trillion, it is Europe's second largest bank (as of December 2020). The Hongkong and Shanghai Banking Corporation created HSBC in London in 1991 to function as a new group holding company, tracing its origins to an hong in British Hong Kong.

4. **DEUTSCHE BANK:** Deutsche Bank AG is a Frankfurt-based global investment bank and financial services firm that is dual-listed on the Frankfurt Stock Exchange and the New York Stock Exchange. The bank's network stretches across 58 countries, with strongholds in Europe, the Americas, and Asia of 5 lakh people. The bank employs up to 11,000 individuals with 18 branches and provides all basic financial services. On-shore investment banking, institutional equities broking, asset and private wealth management, retail banking, and business processing outsourcing are among the financial products and services it provides.
5. **ROYAL BANK OF SCOTLAND:** The bank currently has over ten branches that offer services such as foreign exchange, corporate banking, and insurance. It is believed to have over 700 branches and is one of the most reputable banks in the world. In India, the Royal Bank of Scotland was founded in 1921 with the goal of providing a comprehensive range of banking services.

With the establishment of its Microfinance business in September 2003, RBS India began operations. In underprivileged areas, RBS developed a three-year Microfinance Technical Assistance initiative. RBS India commenced operations in September 2003 with the launch of its Microfinance business. RBS created a three-year Microfinance Technical Assistance initiative in underserved communities.

6. **DBS BANK:** DBS Bank Ltd, located in Marina Bay, Singapore, is a Singaporean multinational banking and financial services organisation. The Development Bank of Singapore Limited was the company's previous name before its current name was adopted on July 21, 2003, to represent the company's evolving role as a global bank.

DBS is Asia's No. 1 Safest Bank, and its global strength has earned it a top score among commercial banks and a spot among the world's 15 Safest Banks. These findings demonstrate DBS' trustworthiness to investors, business clients, and retail depositors. Loans, credit cards, and a plethora of NRI services are among the services provided by this worldwide bank.

7. **BARCLAYS BANK:** Barclays is a constituent of the FTSE 100 Index and has its principal listing on the London Stock Exchange. The New York Stock Exchange has a secondary listing for it. The Financial Stability Board considers it a systemically important bank.

Barclays plc, headquartered in London, England, is a British global universal bank. Barclays is divided into two divisions: Barclays UK and Barclays International, with Barclays Execution Services as a service company. The bank, which is headquartered in Mumbai, has seven branches around the country. Commercial Banking, Loans, Credit Cards, and Treasury Solutions are just a few of the top services provided by the bank.

8. **BANK OF AMERICA:** The Bank of America Corporation (often abbreviated as BofA or BoA) is an American global investment bank and financial services holding company with headquarters in Charlotte, North Carolina. Bank of America was founded in San Francisco in 1998 as a result of Nations Bank's acquisition of Bank America. The bank began operations in 1964 and currently has only 5 offices in India. With 4.9 million customers, it is still one of the largest banks in the world.
9. **BANK OF BAHRAIN AND KUWAIT:** Both the Kingdom of Bahrain and the State of Kuwait founded the Bank of Bahrain and Kuwait on March 16, 1971. The general people, the Bahraini government, and Kuwaiti banks and investment firms are among its shareholders.

BBK (Bank of Bahrain and Kuwait) provides a variety of banking services and products through its Bahrain, Kuwait, and India branches, as well as its representative office in Dubai, United Arab Emirates.

10. **DOHA BANK:** Doha Bank is one of Qatar's most well-known commercial banks. It banking services on March 15, 1979 in Doha, Qatar. On June 10, 2014, Doha Bank Q.P.S.C., Qatar launched its first branch in India in Mumbai, and it now has three branches in India: Sakhar Bhavan, Nariman Point, Mumbai, Chennai, and Kochi. The bank also has a large global correspondent network to provide Trade Finance and Remittance-related services. The bank provides credit and a variety of other services.

The Business Dimension

To comprehend the business scenario of foreign banks, two vital financial variables, i.e., Advances and Deposits have been focused on. Please refer exhibit 1 for details pertaining to advances in India and deposits of foreign banks during the period 2016-2020.

Exhibit 1
Advances in India and Deposits of Foreign Banks
(Amount in Rs. Crore)

<i>Years</i>	<i>Advances in India</i>	<i>Deposits</i>
2016	1761612.41	458800.01
2017	332335.02	465527.60
2018	351015.72	494901.47
2019	396725.90	581238.07
2020	428071.95	684288.66

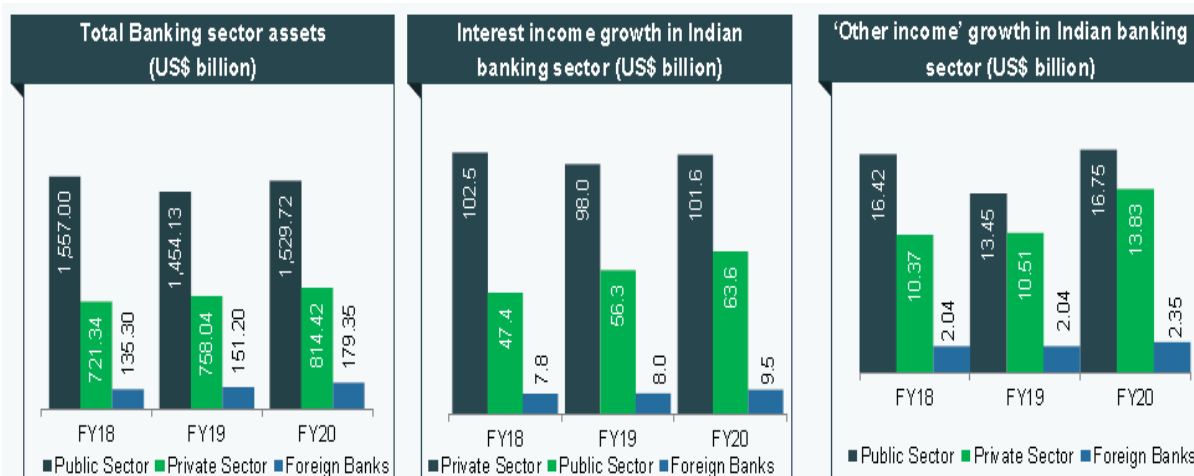
Source: RBI

From the above mentioned data of advances in India and deposits of foreign banks it may be stated that foreign banks are doing quite good business in India. However, regarding advances a substantial decline may be observed after 2016. However, there is a slight improvement in the lending scenario in 2020. The decline in advances may be due to rising non-performing assets (NPAs) or bad loans and impact of COVID-19 pandemic, as evident from the fall in credit-deposit ratio of Indian banks from 76.4%, as of March 2020, to 72.8%, as of December 2020 which might have acted as an impediment in the growth of advances.

On the contrary, the deposits are showing a rising trend, i.e., in 2016, the amount deposits stood at Rs.458800.01 crore to Rs.494901.47 crore in 2018 and Rs.684288.66 crore in 2020. Thus, it implies that confidence of depositors on foreign banks have soared which is a positive indication for the Indian banking sector.

The assets of foreign banks grew from US\$ billion 135.30 in 2018 to US\$ billion 179.35 in 2020. With reference to growth in interest income, foreign banks interest income rose from US\$ 7.8 billion in 2018 to US\$ billion 9.5 in 2020 and other incomes enhanced from US\$ billion 2.04 to US\$ billion 2.35 in 2020. In view of the increasing trend of various crucial financial parameters, it may be opined that the business of foreign banks is moving on the trajectory of growth. Please refer exhibit 2 on Key Banking Statistics- Foreign Banks.

Exhibit 2
Key Banking Statistics- Foreign Banks



Source: IBEF

Causes of recent exit of Foreign Banks

Recently, Citi Bank decided to move away from the consumer banking business in India. Earlier, Rand Bank has decided to move to a representative office structure from its existing branch structure. Moreover, numerous Australian banks have also exited from Indian banking sector over a period of time, with the exception of ANZ being in India, though only with a Corporate and Institutional Banking focus.

The following reasons may be attributed to the exit of foreign banks from the Indian banking sector:

1. Differential treatment of the foreign banks vis-à-vis the Indian Banks

The magnitude of compliance expectations between foreign banks and Indian Banks particularly on the facets of Priority Sector Lending and Taxation have always been a thorny issue. While the Wholly Owned Subsidiary suggestion was made with an intent to resolve this disparity, there were not many takers, because the rupee was still not fully convertible.

2. Poor Asset Quality issues due to structural imbalances in the financial system

The IL&FS crisis created a chain of events that resulted into a full-blown liquidity crisis, which impacted the loan servicing ability of some NBFCs and Corporates. This resulted in exposure write offs for foreign Banks despite strong credit quality ratings for the corporations at the time of granting loans. In an environment of challenging times, this does not bode well with global Banks, who find it much more sensible to cut exposure on markets where they see a lot of potential financial instability.

3. Surplus Liquidity & Ultra-low interest rates

Because of the pandemic, the fiscal policy of governments and the monetary policy of the central banks are going to be loose for the foreseeable future. This will result in surplus liquidity and ultra-low interest rates. Most of the Banks are interested in the retail business primarily due to the access to low cost of funds and the inherent access to liquidity.

Retail Banking is not a high margin business but a high-volume business, a fact that the Banks always knew, but got into the business due to the low cost of funds. With that no longer being an attraction, it made sense to rationalize capital allocation to higher margin businesses.

4. Retail Banking no longer a hedge against poor corporate banking performance

Usually, whenever the corporate book is stressed, the retail book provides good risk diversification. However, with the pandemic and the lockdowns and the corporate balance sheet problems still not being full resolved, the risks of the corporate loan book and the retail loan books are no longer asymmetrical. Given this asymmetry, it made sense to exit the low margin consumer banking business.

5. Enhanced competition from the domestic players

The domestic financial services players have really upped their game in terms of technology and their ability to respond to changing market needs. While the management of the foreign banks is Indian, a lot of decision making still happens at a global level, which reduces the pace at which the foreign banks can respond to the changes in the Indian market.

The foreign banks' local management have been aware of what needs to be done, but the decision bureaucracy from overseas has held them back. It is extremely important to be nimble footed in today's times.

Conclusion

Despite exit of some of the foreign banks from India, the business of foreign banks has still surged and growing. Moreover, due to positivity in the Indian economic and business environment, it may be stated that in near future the business of foreign banks will rise. As it may be observed from the values given under exhibits 1 and 2 that deposits, interest income and other incomes of foreign banks have enhanced substantially.

With reference to advances scenario as Indian economy is recouping from the shocks of Corona pandemic, and business activities again gaining steam it may be opined that advances will also pick up.

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<https://www.ibef.org/download/Banking-Ma-2021.pdf>

Current Affairs*

- List of Indian Medallists at Tokyo Paralympics (September 05, 2021)**

The Prime Minister, Shri Narendra Modi said that in the history of Indian sports, the Tokyo Paralympics will always have a special place. He said every member of our contingent is a champion and source of inspiration.

The Prime Minister appreciated the coaches, support staff and families of our athletes for their constant support to the players. He also lauded the people of Japan, particularly Tokyo and the Japanese Government for their exceptional hospitality, eye for detail and spreading the much needed message of resilience and togetherness through these Olympics.

(Ref: <https://pib.gov.in/PressReleasePage.aspx?PRID=1752321>)

Name	Sport	Event	Medal
Sumit Antil	Athletics	Men's Javelin Throw - F64	GOLD
Pramod Bhagat	Badminton	Men's Singles SL3	GOLD
Krishna Nagar	Badminton	Men's Singles SH6	GOLD
Manish Narwal	Shooting	P4 - Mixed 50m Pistol SH1	GOLD
Avani Lekhara	Shooting	R2 - Women's 10m Air Rifle Standing SH1	GOLD
Yogesh Kathuniya	Athletics	Men's Discus Throw - F56	SILVER
Nishad Kumar	Athletics	Men's High Jump - T47	SILVER
Mariyappan Thangavelu	Athletics	Men's High Jump - T63	SILVER
Praveen Kumar	Athletics	Men's High Jump - T64	SILVER
Devendra Jhajharia	Athletics	Men's Javelin Throw - F46	SILVER
Suhas Yathiraj	Badminton	Men's Singles SL4	SILVER

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Singhraj Adhana	Shooting	P4 - Mixed 50m Pistol SH1	SILVER
Bhavina Patel	Table Tennis	Women's Singles - Class 4	SILVER
Harvinder Singh	Archery	Men's Individual Recurve - Open	BRONZE
Sharad Kumar	Athletics	Men's High Jump - T63	BRONZE
Sundar Singh Gurjar	Athletics	Men's Javelin Throw - F46	BRONZE
Manoj Sarkar	Badminton	Men's Singles SL3	BRONZE
Singhraj Adhana	Shooting	P1 - Men's 10m Air Pistol SH1	BRONZE
Avani Lekhara	Shooting	R8 - Women's 50m Rifle 3 Positions SH1	BRONZE

For details:

<https://scroll.in/field/1004597/tokyo-paralympics-full-list-of-indias-medals-from-an-unprecedented-campaign>

- **Reserve Bank of India introduces the Financial Inclusion Index (August 17, 2021)**

RBI Statement on Developmental and Regulatory Policies announced various developmental and regulatory policy measures on April 07, 2021. One of the measure was to construct and periodically publish a “Financial Inclusion Index” (FI Index). Accordingly, the RBI introduced ‘Financial Inclusion Index’ on August 17, 2021 to measure and improve the extent of access, usage and quality of financial inclusion in the country. It has been conceptualised as a comprehensive index, incorporating details of banking, investments, insurance, postal as well as the pension sector in consultation with the government and respective sectoral regulators. The key features of FI-Index are as under:

- The FI Index will be published annually in July every year.
- The index will capture information on various aspects of financial inclusion in a single value ranging between 0 and 100, wherein value 0 will represent complete financial exclusion and 100 would indicate full financial inclusion.
- The FI-Index comprises of three broad parameters (weights indicated in brackets) viz., Access (35%), Usage (45%), and Quality (20%) with each of these consisting of various dimensions, which are computed based on a number of indicators.
- The Index is responsive to ease of access, availability and usage of services, and quality of services, comprising in all 97 indicators.

- A unique feature of the Index is the Quality parameter which captures the quality aspect of financial inclusion as reflected by financial literacy, consumer protection, and inequalities and deficiencies in services.
- The FI-Index has been constructed without any 'base year' and as such it reflects cumulative efforts of all stakeholders over the years towards financial inclusion.

The annual FI-Index for the period ending March 2021 is 53.9 as against 43.4 for the period ending March 2017.

For details:

https://www.rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=52068

Sample Questions

Paper 1 : Business Communication

1. Choose the misspelled word from below:
 - a. Definite
 - b. Millennium
 - c. Ryhthm
 - d. Ceiling
2. Fill up the blanks by choosing the most appropriate option:
It's unfortunate that he died_____ cancer/
 - a. of
 - b. with
 - c. from
 - d. by
3. "Dear Sir/Madam" in a letter is:
 - a. Attention line
 - b. Subject heading
 - c. Main Body
 - d. Salutation
4. A Litigant is:
 - a. A formal legal document
 - b. A party to a case
 - c. Authority given to take some action
 - d. Principal amount
5. In a _____format of letter layout, the date, all references, subject, salutation, paragraph of the body, conclusion and signature, all commence at the left margin.
 - a. Partially-blocked
 - b. Semi-blocked
 - c. Blocked
 - d. All of the above

6. Choose the most appropriate option for the following question:
“Vis-à-vis” means:
- agree
 - face-to-face
 - direct
 - opposite
7. According to _____, Communication in its simplest form of conveying of information from one person to another.
- Drucker
 - Kotler
 - Hudson
 - Scott
8. Choose the most grammatically correct option from below :
- The Titanic did not reach its destination
 - The Titanic did not reach her destination
 - The Titanic did not reach their destination
 - The Titanic did not reach his destination
9. Choose the correct spellings in options given below:
- Remuneration
 - Renumeration
 - Remunaration
 - Renumaration
10. Choose most appropriate option: Nature writing emphasizes on:
- Historical facts about the nature
 - Philosophical interpretations of the nature
 - Scientific information and facts
- (i), (ii) and (iii)
 - Only (i) and (ii)
 - Only (i) and (iii)
 - None of the above
11. Choose the correct spellings in options given below:
- Adherense
 - Adherance
 - Adharence

- d. Adherence
12. An amount set aside out of profits or surpluses to meet contingencies is called:
 - a. Repo
 - b. Reserve
 - c. Collateral
 - d. Royalty
13. Choose the most appropriate option for each of the following questions:
“Amicus curiae” means:
 - a. One among the expert witnesses in a case.
 - b. A friend of the court
 - c. One among the parties to the dispute
 - d. One of the judges of the court
14. Any deleted mail is put in _____ folder.
 - a. Trash
 - b. Spam
 - c. Inbox
 - d. Sent
15. A letterhead contains the following:
 - a. Company logo
 - b. Name and address of registered office, Corporate office
 - c. Contact numbers
 - d. All of the above
16. _____allows cumbersome knowledge to be maintained and easily accessed throughout the company using hypermedia and web technologies.
 - a. Web publishing
 - b. Web communication
 - c. Web circulars
 - d. Website
17. The choice of means and mode of communication depends on:
 - a. Nature of message
 - b. Distance involved
 - c. Organisation size and policy
 - d. All of the above

18. Complete the following sentence:
The reward was not commensurate _____ the work done by us.
- order
 - for
 - with
 - on
19. Arrange the following jumbled sentences in a meaningful paragraph:
- party next week
 - her birthday
 - all friends to
 - she is inviting
- DCBA
 - DCAB
 - CDBA
 - ABCD
20. Arrange the following jumbled sentences in a meaningful paragraph:
- on Indian architechture
 - at the books
 - like to look
 - I would
- CABD
 - ABCD
 - DBCA
 - DCBA

Read the following passage and answer the questions 21 to 29.

Once a man saw three masons along with some labourers constructing a temple. He observed the masons for three days and found that though the three of them were doing the same kind of work, there was a marked difference in their approach to their job.

He saw that the first mason reported for his work late, did his work half-heartedly and sluggishly, enjoyed a longer respite, frequently checked the time on his wristwatch and left the work before time.

The second mason was very punctual in arriving and leaving, and did his work methodically. The third mason, however, would come before time, take little rest in the interval and often worked overtime.

The man naturally got curious and wanted to know the three masons' outlook on their work. He asked them what they were doing. The first

mason tapped his belly with his hand and said, “I am constructing a building.” The third mason looked at the huge building and said, “I am building the house of God.”

21. What were the three masons doing?
 - a. Constructing a temple
 - b. Constructing a house
 - c. Constructing a shop
 - d. Constructing a dam
22. For how long did a man observe them?
 - a. Four days
 - b. Three days
 - c. Two days
 - d. Five days
23. What made the man curious?
 - a. The different approach of the two masons towards their job.
 - b. The different approach of one mason towards his job.
 - c. The different approach of the three masons towards their job.
 - d. None of the above.
24. How did the first mason do his job?
 - a. reported late and enjoyed a longer respite.
 - b. reported late, did his work half-heartedly and sluggishly and enjoyed a longer respite.
 - c. reported late and did his work half-heartedly and sluggishly.
 - d. reported late, did his work half-heartedly and sluggishly, enjoyed a longer respite and left work before time.
25. What was the second mason’s approach towards his job?
 - a. punctual in arriving and leaving, and did his work methodically.
 - b. late in arriving and early in leaving.
 - c. punctual in arriving and late in leaving but didn’t do his work methodically
 - d. early in arriving and early in leaving.
26. How did the third mason view his job?
 - a. as if his building a simple hut.
 - b. as if his building a castle for a king.
 - c. as if he is building the house of God.
 - d. as if he is building a school for children.

27. With whom among these can you associate the phrase 'work is worship'?
- the first mason.
 - the third mason.
 - the second mason.
 - none of the above.
28. Which word in the passage means 'working lazily'?
- actively.
 - enthusiastically.
 - sluggishly.
 - methodically.
29. Which word in the passage means the opposite of 'carelessly'?
- indolently.
 - lazily.
 - sluggishly.
 - methodically.
30. While adjectives qualify or add to the meaning of nouns, _____ modify the meaning not only of verbs, but also of adjectives, prepositions, conjunctions, etc.
- noun
 - adverbs
 - pronoun
 - Interjections
31. I read a book. Which form of tense has been used in this sentence?
- Simple present
 - Present continuous
 - Present perfect
 - Present perfect continuous
32. The clause that makes good sense by itself, and hence could stand by itself, as a separate sentence is called a_____.
- Normal or General Clause.
 - Superior or Super Clause.
 - Dependent or Subordinate Clause.
 - Principal or Main Clause.

33. _____ are prefixes that support or are for the root word.
- a. Reversative Prefixes.
 - b. Negative Prefixes.
 - c. Supportive Prefixes.
 - d. Opposing Prefixes.
34. _____ is a language that is unique to a particular field of knowledge, e.g., science, technology, art, trade or a profession.
- a. Prefixes.
 - b. Abbreviation.
 - c. Terminology.
 - d. Jargon.
35. Which of the following is the synonyms of the word, 'Abundant'?
- a. Plentiful.
 - b. Scarce.
 - c. Enthusiastic.
 - d. Lethargic.

Paper 2 : Legal Aptitude and Logical Reasoning

36. Which amendment inserted Article 15(5) in the Constitution of India?
- 91st Amendment
 - 93rd Amendment
 - 95th Amendment
 - 97th Amendment
37. Article 18 of the Constitution is more a rather than a fundamental right.
- Prohibition
 - Restriction
 - Power
 - Liability
38. How many rights are guaranteed by Article 19(1) of the Constitution to the citizens of India?
- 3
 - 6
 - 9
 - 12
39. There shall be a Council of Ministers with the at the head.
- President
 - Prime Minister
 - Chief Justice of India
 - None of these
40. A proposal, when accepted, becomes a
- Agreement
 - Contract
 - Promise
 - None of these
41. Which of the following Agreements are not Contracts?
- Agreements relating to social matters
 - Domestic arrangements between husband and wife

- c. Both (a) and (b)
 - d. None of these
42. Section 6 of Indian Contract Act, 1872 deals with various modes of of an offer
- a. Giving
 - b. Effecting
 - c. Agreement
 - d. Lapse
43. An offer may be revoked by the offeror at any time before
- a. Acceptance
 - b. Agreement
 - c. Applicability
 - d. Effect
44. A stranger to a contract cannot sue under for want of privity of contract
- a. English Law
 - b. Indian Law
 - c. Both (a) & (b)
 - d. None of these
45. Under the Indian Contract Act, 1872, the Consideration may be:
- a. Past
 - b. Present
 - c. Future
 - d. All of these
46. Which section provides that a contract which ceases to be enforceable by law becomes void when it ceases to be enforceable.
- a. Section 2(j) of the Indian Contract Act
 - b. Section 19 of the Indian Contract Act
 - c. Section 2(k) of the Indian Contract Act
 - d. Section 21 of the Indian Contract Act

47. Section 23 of the Indian Contract Act, 1872 provides that the consideration or object of an agreement is lawful unless it is:
- Forbidden by law
 - Is fraudulent
 - The Court regards it as immoral or opposed to public policy
 - All the above
48. An illegal agreement is entirely
- Void
 - Voidable
 - Valid
 - None of these
49. Electronic contracts are not paper based but rather in electronic form are born out of the need for
- Speed
 - Convenience
 - Efficiency
 - All the above
50. Who defines torts as "a civil wrong for which the remedy is a common law action for unliquidated damages and which is not exclusively the breach of a contract or the breach of a trust or other merely equitable obligation."
- Kelsen
 - Savigny
 - Salmonds
 - Austin
51. Which legal maxim means that "the act itself creates no guilt in the absence of a guilty mind"?
- Actus non facit reum nisi mens sit rea
 - Damnum Sine Injuria
 - Injuria Sine Damnum
 - None of these

52. What is the vision of ICSI?
- a. To be a global leader in promoting Good Corporate Governance
 - b. To develop high calibre professionals facilitating good Corporate Governance
 - c. Speak the Truth, Abide by the Law
 - d. None of these
53. 295 Pens are divided among some boys and girls whose total number is 50 so that each boy gets 5 Pens and each girl get 8 Pens. The number of girls is
- a. 15
 - b. 20
 - c. 25
 - d. 28
54. Rahul and Sanjay are the sons of Sister of Mukesh. How is the only son of Mukesh related to Sanjay?
- a. Cousin
 - b. None of these
 - c. Newpnew
 - d. Uncle
55. 280 oranges are divided among some boys and girls whose total number is 50 so that each boy gets 5 oranges and each girl get 7 oranges. The number of girls is
- a. 15
 - b. 35
 - c. 30
 - d. 20
56. Choose the word which is not similar to the other words in the group.
- a. CPU
 - b. Key Board
 - c. Mouse
 - d. Digital Pen
57. Choose the word which is not similar to the other words in the group.
- a. Cup
 - b. Mug

- c. Glass
 - d. Jug
58. A correct clock shows 10 o'clock in the morning. Through how many degrees will the hour hand rotate when the clock shows 4 o'clock in the afternoon?
- a. 160°
 - b. 150°
 - c. 144°
 - d. 180°
59. An accurate clock shows 11 o'clock in the morning. Through how many degrees will the hour hand rotate when the clock shows 7 o'clock in the evening?
- a. 180
 - b. 220
 - c. 190
 - d. 240
60. ABC, EFG, IJK, MNO, ?
- a. CAT
 - b. HNE
 - c. STN
 - d. QRS
61. What will come in place of Question Mark? 12, 25, ?, 103, 207
- a. 49
 - b. 42
 - c. 51
 - d. 39
62. Arrange the words given below in a meaningful sequence.
1. Tree 2. Chair 3. Logs 4. Wood
- a. 1,3,4,2
 - b. 1,2,3,4
 - c. 4,3,2,1
 - d. 1,2,4,3

63. Arrange the words given below in a meaningful sequence from Higher Court to Subordinate Court
 1. District Court 2. High Court 3. Judicial Magistrate - 1st Class 4. Supreme Court 5. Judicial Magistrate - 2nd Class
- 4, 2, 1, 3, 5
 - 1, 2, 3, 4, 5
 - 2, 3, 1, 5, 4
 - 2, 1, 3, 5, 4
64. Arrange the words given below in a meaningful sequence.
 1) Seed 2) Fruits 3) Tree 4) Plant
- 1, 2, 3, 4
 - 1, 4, 3, 2
 - 2, 3, 4, 1
 - 2, 3, 1, 4
65. A man said to a lady, "Your son is the nephew of my only brother". What is the lady to the man.
- Grand father
 - Mother
 - Wife
 - Maternal aunt
66. If in a certain language, SANJAY is coded as TBOKBZ, how is ROGER coded in that code?
- SPHFS
 - SPTDR
 - SHTSS
 - JKLPO
67. AB, EF, IJ, MN _____.
 What is next in the series?
- AT
 - AC
 - GK
 - QR

68. In a code language,
A is written as B, B is written as C, C is written as D and so on, then how will CUP be written in that code language ?
- a. DVQ
 - b. DRS
 - c. LMK
 - d. NOP
69. In a certain code, BACK is written as 21311. How is TOP written in that code?
- a. 201011
 - b. 201415
 - c. 201213
 - d. 201516
70. If Keyboard is called Sun, Water is called Air, Cup is called Pencil, Cloud is called Sky, Sea is called Mercury, where does fish swim?
- a. Keyboard
 - b. Water
 - c. Cloud
 - d. Air

Paper 3 : Economic and Business Environment

71. _____ is an online procurement platform for government ministries and departments, and the most widely used channel for public procurement in India.
 - a. Government e Manufacturing Plan
 - b. Government e Model place
 - c. Government e Marketplace
 - d. Government e Manufacturing place
72. The Law of Demand governs the relationship between the _____ and the _____.
 - a. Desire and Price.
 - b. Desire and Ability.
 - c. Quantity demanded and Desire.
 - d. Quantity demanded and Price.
73. In which of the following case / cases, the law of demand is not applicable?
 - a. Giffen goods
 - b. Articles of snob appeal
 - c. Speculation
 - d. All of the above
74. _____ is Gross Domestic Product (GDP) plus net factor income from abroad
 - a. Net Domestic Product
 - b. Gross National Product
 - c. Net National Product
 - d. Gross Domestic Product
75. If Cross Elasticity of Demand is equal to Infinity for commodities X and Y, then it implies:
 - a. Commodities X and Y are not related.
 - b. Commodity X is nearly a perfect substitute for commodity Y.
 - c. Commodities X and Y are complementary
 - d. Commodities X and Y are inferior goods.
76. Expenditure incurred for adding to the stock of inventories is covered under which of the following under the Expenditure Method of computing National Income?
 - a. Consumption Expenditure
 - b. Investment Expenditure

- c. Government Expenditure
 - d. Net Exports
77. Under Non-Banking Finance Company a / an _____ means any company which is a financial institution carrying on as its principal business the acquisition of securities
- a. Investment Company
 - b. Asset Finance Company
 - c. Infrastructure Finance Company
 - d. Loan Company
78. The _____ refers to the amount of a good producers are willing to supply when receiving a certain price
- a. Quantity Procured
 - b. Quantity Stored
 - c. Quantity Produced
 - d. Quantity Supplied
79. _____ is income obtained by private individuals from any source, productive or otherwise, and the retained income of corporations
- a. Personal income
 - b. National income
 - c. Private income
 - d. Personal Disposable income.
80. _____ is expenditure incurred on by business firms on a) new plants, b) adding to the stock of inventories and c) on newly constructed houses
- a. Investment expenditure
 - b. None of the above
 - c. Consumption expenditure
 - d. Net exports
81. If the demand for a commodity rises more than in proportion to rise in income then the income elasticity of demand will be_____.
- a. Unity
 - b. Less than zero
 - c. Greater than unity
 - d. Greater than zero but less than one
82. Loans obtained from Reserve Bank of India (RBI) by the Central Government will be covered under which of the following budgets?
- a. Revenue Budget

- b. Capital Budget
 - c. Sales Budget
 - d. Cash Budget
83. The primary objective of _____ was to meet the challenge of skilling at scale with speed, standard and sustainability
- a. National Policy for Skill Development and Earning Capacity
 - b. National Policy for Skill Determination and Entrepreneurship
 - c. New Policy for Skill Development and Earning Capacity
 - d. National Policy for Skill Development and Entrepreneurship
84. Which of the following is not covered under commercial banks?
- a. Public sector Banks
 - b. Private sector Banks
 - c. Regional Rural Banks
 - d. Cooperative Banks
85. The latin phrase 'Ceteris Paribus' means:
- a. Other things are beyond imagination
 - b. Other things remaining the same
 - c. No presence of any factors
 - d. Other things being changeable
86. The Revenue Budget records all _____ and _____
- a. Revenue receipts and Revenue expenditures
 - b. Revenue receipts and Capital expenditure
 - c. Revenue expenditure and Capital expenditure
 - d. Revenue receipts and Capital receipts
87. Which of the following banks cannot provide loans or involve in lending activities?
- a. Public sector banks
 - b. Foreign banks
 - c. Private sector banks
 - d. Payments banks
88. Commercial banks are regulated under the _____
- a. Negotiable Instruments Act, 1881
 - b. Indian Companies Act, 2013
 - c. Indian Contract Act, 1872
 - d. Banking Regulation Act, 1949

89. “The products in the market are homogenous, i.e. they are completely identical”, is the assumption of which form of market competition?
- Duopoly
 - Monopoly
 - Monopolistic Competition
 - Perfect Competition
90. National Skill Development Corporation was set up by_____
- Ministry of Finance
 - Ministry of Statistics and Programme Implementation
 - Ministry of Agriculture
 - Ministry of Human Resource Development
91. ‘No change in consumers’ income’, is the assumption of which of the following laws of Economics?
- Law of Supply
 - Law of Increasing Returns to Scale
 - Law of Diminishing Returns to Scale
 - Law of Demand
92. If $e_p = 0$, then it signifies:
- Perfectly Elastic Demand
 - Perfectly Inelastic Demand
 - Relatively Inelastic Demand
 - Unitary Elastic Demand
93. Jammu and Kashmir Bank is which form of bank?
- Public Sector Bank
 - Foreign Bank
 - Payments Bank
 - Private Sector Bank
94. From the following information calculate Gross National Product at Market Price.
- GDP at Factor Cost = INR 1000 Crore
 GDP at Market Price = INR 3000 Crore
 Net Income from Abroad = INR 200 Crore
- INR 4000 Crore
 - INR 3200 Crore
 - INR 4200 Crore
 - INR 3200 Crore

95. Salaries, subsidies and interest payments are part of _____ in union budget.
- Revenue Expenditure
 - Indirect Expenditure
 - Direct Expenditure
 - Capital Expenditure
96. Consumer spending less on luxury items like car due to recession will fall under which of the following business environment?
- Political Environment
 - Social Environment
 - Technological Environment
 - Economic Environment
97. _____ if any, must be deducted from the value added while calculating national income as per the Product Method, as it does not result into real increase in output.
- Stock Depreciation
 - Stock Loss due to theft
 - Stock Appreciation
 - Stock Insured
98. _____ are issued to exceptional employees or directors of the company for their exceptional job in terms of providing know-how or intellectual property rights to the company.
- Sweat equity shares.
 - Sweat preference shares.
 - Sweat convertible debentures.
 - Sweat redeemable preference shares.
99. From the following information compute Gross National Product according to Expenditure Method.
- Private Consumption Expenditure (C) = INR 1000 crore
- Gross Domestic Private Investment (I) = INR 2000 crore
- Government Expenditure on Goods and Services (G) = INR 3000 crore
- Net Exports = INR 500 crore
- Transfer Payments = INR 500 crore
- Depreciation = INR 1000 crore
- INR 4,500 crore
 - INR 4,000 crore
 - INR 5,000 crore
 - INR 6,500 crore

100. _____ refers to market value of the final goods and services produced within the domestic territory of a country during a financial year, as estimated using the current year prices.
- Real National Product
 - Net Domestic Product
 - Nominal Gross Domestic Product
 - Real Gross Domestic Product
101. Personal income is never equal to the national income, because the former includes the _____ whereas they are not included in the national income.
- Factor payments
 - Income payments
 - Transfer payments
 - Foreign payments
102. The proposals of the government for levy of new taxes, modification of the existing tax structure or continuance of the existing tax structure beyond the period approved by Parliament are submitted to Parliament through _____.
- Finance Bill
 - Ordinary Bill
 - Appropriation Bill
 - Expenditure Bill
103. If the entrepreneur wants to have global appeal, there is a need to attend conferences and reach out internationally to learn how to move into other markets. The entrepreneur must become relevant to the world.
- The above mentioned para is an advisory to overcome which of the following bottlenecks in entrepreneurial growth?
- Inefficient time management.
 - Lack of money.
 - A small (or non-existent) network.
 - Growing too much too soon.
104. Disinvestment receipts is covered under which of the following?
- Master Budget
 - Capital Budget
 - Revenue Budget
 - Exports Budget

105. If a company invests heavily in adopting Artificial Intelligence to improve its production efficiency, then this initiative will be covered under which of the following factors influencing the business environment?
- a. Technological
 - b. Political
 - c. Social
 - d. Legal

Paper 4 : Current Affairs

106. Who chaired the 13th BRICS Summit virtually?
- Narendra Modi
 - Vladimir Putin
 - Jair Bolsanaro
 - Xi Jinping
107. Baby Rani Maurya has submitted her resignation to President Ram Nath Kovind. She is the Governor of which state?
- Uttar Pradesh
 - Madhya Pradesh
 - Uttarakhand
 - Haryana
108. Who became the first IAS officer to win a Paralympic medal?
- Sumit Antil
 - Suhas Yathiraj
 - Devendra Jhajharia
 - Krishna Nagar
109. Former SBI Chairman Rajnish Kumar has been appointed as the economic advisor of which Indian state?
- Madhya Pradesh
 - Karnataka
 - Andhra Pradesh
 - Telangana
110. Which Indian spacecraft has completed 9000 orbits around the Moon?
- Chandrayaan-2
 - Chandrayaan-1
 - Mangalyaan
 - None of the Above
111. Which three nations have been admitted as new members of New Development Bank?
- UAE, France, Australia
 - UAE, Bangladesh, Uruguay
 - Pakistan, Sri Lanka, Bangladesh
 - Canada, UK, Australia

112. Dr. Firdausi Qadri was named as one of the five winners of the 63rd Ramon Magsaysay Awards. She belongs to which nation?
- a. Pakistan
 - b. Bangladesh
 - c. Indonesia
 - d. Sri Lanka
113. Who has become the first Indian woman to win gold at Paralympics?
- a. Bhavina Patel
 - b. Avani Lekhara
 - c. Rubina Francis
 - d. Rubina Francis
114. Which state launched Save Water to Get Free Water scheme?
- a. Karnataka
 - b. Kerala
 - c. Goa
 - d. Telangana
115. When will the BH series number plate be introduced?
- a. September 20th, 2021
 - b. September 15th, 2021
 - c. September 25th, 2021
 - d. September 30th, 2021
116. Who among the following has been elected as New Chief Minister of Gujarat?
- a. Nitin Patel
 - b. Bhupendra Patel
 - c. Mansukh Mandaviya
 - d. Anandiben Patel
117. Senior BJP leader Kalyan Singh passed away at 89. He was served twice as the Chief Minister of which state?
- a. Uttar Pradesh
 - b. Himachal Pradesh
 - c. Bihar
 - d. Madhya Pradesh

118. Which country has become the second-most attractive manufacturing hub after China?
- a. India
 - b. France
 - c. Bangladesh
 - d. Malaysia
119. RBI has introduced Financial Inclusion Index (FI-Index). What is the base year of FI-Index?
- a. 2014
 - b. 2005
 - c. 1947
 - d. No base year
120. What name has India given to its operation to evacuate citizens from Afghanistan?
- a. Operation Himmat
 - b. Operation Shakti
 - c. Operation Bharat
 - d. Operation Devi Shakti

Answer Key:

Q.No.	Ans.	Q.No.	Ans.	Q.No.	Ans.	Q.No.	Ans	Q.No.	Ans.	Q.No.	Ans.
1	c	21	a	41	c	61	c	81	c	101	c
2	a	22	b	42	d	62	a	82	b	102	a
3	d	23	c	43	a	63	a	83	d	103	c
4	b	24	d	44	c	64	b	84	d	104	b
5	c	25	a	45	d	65	c	85	b	105	a
6	b	26	c	46	a	66	a	86	a	106	a
7	c	27	b	47	d	67	d	87	d	107	c
8	a	28	c	48	a	68	a	88	d	108	b
9	a	29	d	49	d	69	d	89	d	109	c
10	a	30	b	50	c	70	d	90	a	110	a
11	d	31	a	51	a	71	c	91	d	111	b
12	b	32	d	52	c	72	d	92	b	112	b
13	b	33	c	53	a	73	d	93	d	113	b
14	a	34	d	54	a	74	b	94	d	114	c
15	d	35	a	55	a	75	b	95	a	115	b
16	a	36	b	56	a	76	b	96	d	116	b
17	d	37	a	57	d	77	a	97	c	117	a
18	c	38	b	58	d	78	d	98	a	118	a
19	a	39	b	59	d	79	c	99	d	119	d
20	d	40	c	60	d	80	a	100	c	120	d

Motto

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