

# CSEET Communique

JULY 2025

e-bulletin



**THE INSTITUTE OF  
Company Secretaries of India**

**भारतीय कम्पनी सचिव संस्थान**

**IN PURSUIT OF PROFESSIONAL EXCELLENCE**

Statutory body under an Act of Parliament

(Under the jurisdiction of Ministry of Corporate Affairs)



# CSEET Communique

## *(e-bulletin)*

◆ Issue : 63 ◆ July 2025 ◆

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वीराः सम्भावितात्मानो न दैवं पर्युपासते ।।

**The Strong & the Self Confident, never rely on Fate**  
~ Ramayana – 2.23.16

**Dear Students,**

By the time, the Company Secretaries Examinations find closure, the month of June is already hitting its mid-point. The celebration of the International Day of Yoga with *aasans* and *dhyaanams* – brings us further closer to the end of the month. Such is the journey of time. And before you know it, your Institute is calling you back again – but this time, not for exams, classes or trainings but on a much more holistic journey – in pursuit of self-excellence.

Although, the old students of ICSI would know of it, but for those who have very recently become a part of the ICSI Family; July for us is the Student Month. A month filled with activities which are aimed at preparing you to connect with the outside world better, and to gain and hone specific skills deemed necessary for your upcoming professional journey. But more importantly, it is an attempt to further strengthen the ties that you share with the Chapters/ROs closest to you, in your vicinity. For it is this place that shall be your link with the Institute, for all the years ahead.

Each activity curated has been done with the mindset of helping you dig deeper into your own selves, gauge and gather your thoughts and share them with those sailing in the same boat as you. Be it elocutions, debates, mock interviews or Essays; with each event we want you to find your voice better. It is beyond easy to share a few comments here and there on social media – but carefully creating a line of thought – linking them together – and putting them into words lucid enough for others to comprehend and understand – that my dear friends is a different ball game altogether – one that I want each one of you to ace...

And even though all of these events are competitions, I would want you to treat them as your practice fields – ones where you go without inhibitions and with a hunger to learn. For if you do so, the competitions that life bestows you with, would then find you fully prepped up. As they say,

*“You earn your trophies at practice. You just pick them up at competitions.”*

Another new development, that I am delighted to share is the Webinar Series launched by ICSI dedicatedly for its students towards improving their technical and soft skills as part of its commitment to continuous learning. The aim of this series is to equip you with the skills needed to thrive in a competitive environment and live up to the expectations of Industry, regulators and other stakeholders. Akin to all our initiatives, this one too shall find success in your continued participation.

With this, I would urge all of you to make yourself actively and wholeheartedly a part of the activities of the ICSI Student Month and make it a grand success..!

My best wishes to all of you !

Warm Regards,

**(CS Dhananjay Shukla)**

*President*

The Institute of Company Secretaries of India

## Debt – to - GDP Ratio\*

### Introduction

The debt-to-GDP ratio, commonly used in economics, is the ratio of a country's debt to its gross domestic product (GDP). Expressed as a percentage, the ratio is used to gauge a country's ability to repay its debt. In other words, the debt-to-GDP ratio compares a country's public debt to its annual economic output.

$$\text{Debt-to-GDP Ratio} = \frac{\text{Debt}}{\text{Gross Domestic Product}}$$

Where:

- Debt is the cumulative amount of a country's government debt
- Gross Domestic Product is the total value of goods produced and services produced over a given year

In other words, the debt-to-GDP ratio is a metric that compares a country's public debt to its gross domestic product (GDP). It reliably indicates a country's ability to pay back its debts by comparing what the country owes with what it produces. The debt-to-GDP ratio is often expressed as a percentage and it can also be interpreted as the number of years necessary to pay back debt if GDP is dedicated entirely to debt repayment.

Key takeaways

- The debt-to-GDP ratio is the ratio of a country's public debt to its gross domestic product.
- The ratio can also be interpreted as the number of years it would take to pay back debt if GDP was used for repayment.
- The higher the debt-to-GDP ratio, the less likely it becomes that the country will pay back its debt and the higher its risk of default.
- Default could cause a financial panic in the domestic and international markets.

A country that's able to continue paying interest on its debt without refinancing and without hampering economic growth is generally considered to be stable. A country with a high debt-to-GDP ratio typically has trouble paying off external debts, also called public debts. These are any balances owed to outside lenders. Creditors are apt to seek higher interest rates when lending in such scenarios.

\* Dr. Akinchan Buddhodev Sinha, Deputy Director, Academics, ICSI.

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## Interpreting the Debt-To-GDP Ratio

A high debt-to-GDP ratio is undesirable for a country, as a higher ratio indicates a higher risk of default. In a study conducted by the World Bank, a ratio that exceeds 77% for an extended period of time may result in an adverse impact on economic growth. It was indicated that each additional percentage point of debt above that level reduced annual real growth by 1.7%. For reference, the USA's debt-to-GDP ratio was 105.40% in 2017. Therefore, when the ratio is high (>80%), a country is likely to exhibit a slowdown in economic growth.

The debt-to-GDP ratio is commonly misunderstood, as many think that a ratio exceeding 100% indicates a bankrupt or insolvent country. As indicated below, Japan is a country with a ratio well over 200% for over a decade with no signs of defaulting. Therefore, the ratio does not offer strong insights into a country's likelihood of default.

World Population Review has reported that countries whose debt-to-GDP ratios exceed 77% for prolonged periods experience significant slowdowns in economic growth. This can have a negative impact, as it can reduce a nation's annual real growth. The U.S. has had a debt-to-GDP of more than 77% since Q1 2009. The U.S.'s highest debt-to-GDP ratio before that year was 106% in 1946 at the end of World War II.

Debt levels gradually fell from their post-World War II peak before plateauing between 31% and 40% in the 1970s. Ratios have steadily risen since 1980. They jumped sharply following 2007's subprime housing crisis and the subsequent financial meltdown. Ratios then spiked during the COVID-19 pandemic to reach new highs and have only slightly come down since then.

## Indian Scenario

Since 2013, India's average central government debt-to-GDP ratio has been 49.03 per cent, significantly lower than the USA (97 per cent), UK (91 per cent), Japan (197 per cent), Italy (132 per cent), and France (84 per cent). Only Canada (46 per cent) and Germany (44 per cent) have reported lower central government debt-to-GDP ratios than India during this period.

The scenario of India's Government debt to GDP is provided in the table below-

<i><b>Years</b></i>	<i><b>Percent of GDP (%)</b></i>
2013	67.06
2014	66.58
2015	68.53
2016	68.77
2017	69.57
2018	70.58
2019	75.46

2020	89.45
2021	84.33
2022	82.49
2023	81.59
2024	81.295
2025	81

*Source: Trading Economics*

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### Way Forward

The choice of debt to GDP ratio as the fiscal anchor is in line with current global thinking. It encourages shift from rigid annual fiscal targets towards more transparent and operationally flexible fiscal standards. It is also recognized as a more reliable measure of fiscal performance as it captures the cumulative effects of past and current fiscal decisions. It is expected that the debt to GDP based fiscal consolidation strategy would help rebuild buffers and provide requisite space for growth-enhancing expenditures.

The central government has announced a shift towards the “debt-GDP ratio” as the fiscal anchor, beginning from the 2026-27 financial year. The government has detailed three levels of fiscal consolidation based on nominal GDP growth assumptions:

- Mild: 10% growth rate
- Moderate: 10.5% growth rate
- High: 11% growth rate

The rationale behind the shift towards debt-GDP ratio are as under:

- **Enhanced Transparency and Flexibility:** Unlike rigid annual fiscal deficit targets, the debt-GDP ratio provides a more comprehensive and long-term perspective of fiscal health.
- **Alignment with Global Best Practices:** Many advanced economies prioritize debt sustainability over annual deficit targets, ensuring that fiscal policies remain adaptable to changing economic conditions.
- **Better Fiscal Management:** This approach allows governments to rebuild financial buffers and allocate resources efficiently for growth-enhancing expenditures.

- **Disclosure of Off-Budget Borrowings:** The new approach aims to bring greater clarity and transparency in government borrowings, addressing past concerns about fiscal opacity.

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## The Power of expression, communicating without words: Understanding Non-verbal Communication\*

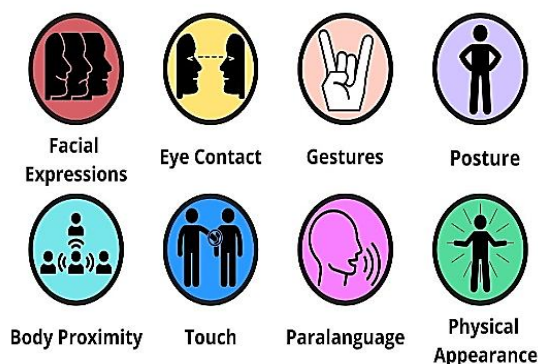
Communication is the exchange of information, ideas, and feelings. It enables us to connect, solve problems, and strengthen connections. There are two major modes of communication: verbal and nonverbal. In this article, we shall talk about nonverbal communication. It is an important aspect of how we engage in meetings, talks, and in everyday life. Even without words, nonverbal clues and paralanguage, such as gestures, facial expressions, and body linguistic, can convey how we feel or what we mean.

Nonverbal communication differs from speaking and writing. It is based on cues our bodies provide, such as a grin, a nod, or even our posture. Learning how to use and comprehend these cues can help you have more effective interactions, establish trust, and improve your leadership skills.

### What is Non-verbal communication?

Body language, facial emotions, eye contact, gestures, and posture are all examples of nonverbal communication.

Body language aids in conveying emotion or feelings during interactions. An important component of communication is body language. It is significant not only in your personal life but also in your work life. Gaining proficiency in nonverbal communication can help team members, managers, leaders, and stakeholders.



### Types of Non-verbal communication

#### 1. Kinesics (Body Language)

Kinesics refers to the study of body movements, facial expressions, gestures, and posture as a form of communication. It includes: Often the physical movement of the body and their study is known as body language or kinesics. In this connection Raymond and John rightly remark. To them kinesics *"is the way the body communicates without words, that is, through various movements of its parts"*. No doubt, we express our emotions through words but often the inner states of emotion are expressed through different parts of the body and their physical movements. We can communicate or send the message even by nodding the head, blinking the eyes, shrugging our shoulders or waving our hands. When we study body language, we look at the meaning of symbols that the physical movements of

\* CS Bhakti Harindra Chawhan, Executive (Academics), ICSI.

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the body are communicating. Through outward body movements true inner emotions are reflected. For the expression of these inner body states, the face and eyes, gestures and physical appearance are to be studied. For self-control, the presenter should pay attention to his body language, for these following parts of kinesics should be considered:

- Maintain eye contact
- Face and eyes
- Gestures
- Body shape and posture
- Appearance

## 2. Proxemics (Use of Space)

In addition to kinesics non-verbal communication also includes proxemics which means the space around us or the distance between the speaker and the listener. Proxemics is derived from the word proximity which means closeness. Proxemics has a definite meaning in oral presentation. It means the spatial dimensions or distance between us and other people tell us about our relations with others and the nature of our communication with them.

Edward T. Hall has given four types of space language, depending on the distance:

- 1) *Intimate Space Language*: (within the circle of 1.5 feet) Where the speaker and listener are within the circle of about 18 inches distance. Only family members and the close friends enter this area.
- 2) *Personal Space Language*: (1.5 to 4 feet) Where the speaker and the listener are in the personal space i.e. from 18 inches to 4 feet and in this circle they can have normal conversation.
- 3) *Social Space Language*: (4 to 12 feet) Here the circle extends from 4 feet to about 12 feet. This social space language is used for formal purposes. Most of the business is done within this area.
- 4) *Public Space Language*: (12 feet to ....) It extends from 12 feet to as far as we can see and hear. In this large space, communication becomes formal. In it the speaker speaks at loud pitch so that a large group of the audience can hear him.

## 3. Haptics (Touch):

Haptic communication is nonverbal communication and interaction via the sense of touch. Touch can come in many different forms; some can promote physical and psychological well-being. Touch is very culture-sensitive. What's polite in one culture may be inappropriate in another.

- Functional/Professional: Doctor examining a patient.
- Social/Polite: Handshake.
- Friendship/Warmth: Pat on the back.
- Love/Intimacy: Hug

- Aggressive/Hostile: Push or slap.

#### 4. **Chronemics (Time Communication):**

The most important thing at a work place is the management of time. Similarly, management of time is the watchword of the successful presentation. During the presentation, if the speaker takes a lot of time, his speech becomes monotonous. To grab the attention of the audience during presentation, the speaker should try to sum up his presentation within the allotted time. He should plan and rehearse well so that his speech will not go beyond the allotted time.

Cultural Views:

- Monochronic cultures: Time is linear and scheduled (e.g., USA, Germany).
- Polychronic cultures: Time is flexible, multitasking is common (e.g., India, Latin America).

Interpretation:

- Punctuality shows respect and professionalism.
- Being late can indicate disinterest or lack of discipline.

#### 5. **Paralinguistics (Vocalics):**

Paralanguage includes accent, pitch, volume, speech rate, modulation, and fluency. Some researchers also include certain non-vocal phenomena under the heading of paralanguage: facial expressions, eye movements, hand gestures, and the like. One of the most profound impacts of paralinguistics in coaching lies in emotional expression. Paralinguistics also plays a pivotal role in building rapport and trust with the client. When a coach's vocal cues align with their words, it enhances authenticity and sincerity.

Example: Saying "I'm fine" with a flat tone may actually mean the opposite.

#### 6. **Appearance (Physical & Clothing):**

Clothing, an important aspect of nonverbal behaviour, serves a wide variety of communicative functions. How one looks in terms of grooming, attire, and physical appearance. First impressions are often based on appearance. Dressing formally shows respect and seriousness. Neat grooming reflects attention to detail and hygiene.

Example: A lawyer wearing a well-fitted suit may be perceived as more competent.

#### 7. **Artifacts:** Use of personal objects to convey messages or identity.

Examples:

- Wearing a badge or uniform = authority or belonging.
- Using luxury items (watch, car, pen) = status or success.
- Interior design of office = personality or culture of an organization

**8. Silence:** The absence of speech can be a powerful communicator.

Meanings:

- Agreement or Respect: Remaining quiet during a serious conversation.
- Disapproval: Refusing to speak can indicate anger.
- Reflection: Taking a pause before responding thoughtfully.
- Discomfort: In tense situations, silence may show awkwardness.

Nonverbal communication is the foundation of understanding, collaboration, and trust. By interpreting nonverbal cues with precision and using them purposefully, individuals and organizations can build stronger connections and achieve their goals.

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## India's Artificial Intelligent Revolution: Shaping Future with Emerging Tech\*

### Introduction

India is undergoing a remarkable transformation in Artificial Intelligence, driven by the visionary leadership of PM Modi. For the first time in India's history, the government is actively shaping an AI ecosystem where computing power, GPUs, and research opportunities are accessible at an affordable cost.

The government is empowering students, startups, and innovators with world-class AI infrastructure, fostering a truly level playing field. Initiatives such as the IndiaAI Mission and the establishment of Centres of Excellence for AI are strengthening the country's AI ecosystem, paving the way for innovation and self-reliance in this critical sector. These efforts align with the vision of Viksit Bharat by 2047, where India aspires to become a global AI powerhouse, leveraging cutting-edge technology for economic growth, governance, and societal progress.

### The economic impact of Artificial Intelligence for India

AI is emerging as a new factor of production, augmenting the traditional factors of production viz. labor, capital and innovation and technological changes captured in total factor productivity. AI has the potential to overcome the physical limitations of capital and labour, and open up new sources of value and growth. From an economic impact perspective, AI has the potential to drive growth through enabling: (a) intelligent automation i.e. ability to automate complex physical world tasks that require adaptability and agility across industries, (b) labour and capital augmentation: enabling humans to focus on parts of their role that add the most value, complementing human capabilities and improving capital efficiency, and (c) innovation diffusion i.e. propelling innovations as it diffuses through the economy. AI innovations in one sector will have positive consequences in another, as industry sectors are interdependent based on value chain. Economic value is expected to be created from the new goods, services and innovations that AI will enable. Accenture, in its recent AI research reports, provides a framework for evaluating the economic impact of AI for select G20 countries and estimates AI to boost India's annual growth rate by 1.3 percentage points by 2035.

### AI Compute and Semiconductor Infrastructure

India is rapidly building a strong AI computing and semiconductor infrastructure to support its growing digital economy. With the approval of the IndiaAI Mission in 2024, the government allocated ₹10,300 crore over five years to strengthen AI capabilities. A key focus of this mission is the development of a high-end common computing facility equipped with 18,693 Graphics Processing Units (GPUs), making it one of the most extensive AI compute infrastructures globally. This capacity is nearly nine times that of the open-source AI model DeepSeek and about two-thirds of what ChatGPT operates on.

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\* Dr. Lunghar Jajo, Executive (Academics), ICSI.

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## Here are the key developments

- **Scaling AI Compute Infrastructure:** The initial phase of the mission has already made 10,000 GPUs available, with the remaining units to be added soon. This will enable the creation of indigenous AI solutions tailored to Indian languages and contexts.
- **Opening Access to High-Performance Computing:** India has also pioneered the launch of an open GPU marketplace, making high-performance computing accessible to startups, researchers, and students. Unlike many countries where AI infrastructure is controlled by large corporations, this initiative ensures that small players have an opportunity to innovate.
- **Robust GPU Supply Chain:** The government has selected 10 companies to supply the GPUs, ensuring a robust and diversified supply chain.
- **Indigenous GPU Capabilities:** To further strengthen domestic capabilities, India aims to develop its own GPU within the next three to five years, reducing reliance on imported technology.
- **Affordable Compute Access:** A new common compute facility will soon be launched, allowing researchers and startups to access GPU power at a highly subsidised rate of ₹100 per hour, compared to the global cost of \$2.5 to \$3 per hour.
- **Strengthening Semiconductor Manufacturing:** In parallel, India is advancing semiconductor manufacturing, with five semiconductor plants under construction. These developments will not only support AI innovation but also reinforce India's position in the global electronics sector.

## Advancing AI with Open Data and Centres of Excellence (CoE)

Recognising the importance of data in AI development, the government has launched the IndiaAI Dataset Platform to provide seamless access to high-quality, non-personal datasets. This platform will house the largest collection of anonymised data, empowering Indian startups and researchers to develop advanced AI applications. By ensuring diverse and abundant datasets, this initiative will drive AI-driven solutions across key sectors, enhancing innovation and accuracy.

- **IndiaAI Dataset Platform for Open Data Access:** The platform will enable Indian startups and researchers to access a unified repository of high-quality, anonymised datasets, reducing barriers to AI innovation.
- **Boosting AI Model Accuracy with Diverse Data:** By providing large-scale, non-personal datasets, the initiative will help reduce biases and improve the reliability of AI applications across domains such as agriculture, weather forecasting, and traffic management.
- **Centres of Excellence:** The government has established three AI Centres of Excellence (CoE) in Healthcare, Agriculture, and Sustainable Cities in New Delhi. The Budget 2025 further announced a new CoE for AI in education with an outlay of ₹500 crore, making it the fourth such centre.



- **Skilling for AI-Driven Industries:** Plans are in place for five National Centres of Excellence for Skilling, which will equip youth with industry-relevant expertise. These centres will be set up in collaboration with global partners to support the 'Make for India, Make for the World' vision in manufacturing and AI innovation.

### India's AI Models & Language Technologies

The government is facilitating the development of India's own foundational models, including Large Language Models (LLMs) and problem-specific AI solutions tailored to Indian needs. To foster AI research, multiple Centres of Excellence have also been set up.

- **India's Foundational Large Language Models:** IndiaAI has launched an initiative to develop indigenous foundational AI models, including LLMs and Small Language Models (SLMs), through a call for proposals.
- **Digital India BHASHINI:** An AI-led language translation platform designed to enable easy access to the internet and digital services in Indian languages, including voice-based access, and support content creation in Indian languages.
- **BharatGen:** The world's first government-funded multimodal LLM initiative, BharatGen was launched in 2024 in Delhi. It aims to enhance public service delivery and citizen engagement through foundational models in language, speech, and computer vision. BharatGen involves a consortium of AI researchers from premier academic institutions in India.
- **Sarvam-1 AI Model:** A large language model optimised for Indian languages, Sarvam-1 has 2 billion parameters and supports ten major Indian languages. It is designed for applications such as language translation, text summarisation, and content generation.
- **Chitralekha:** An open-source video transcreation platform developed by AI4Bhārat, Chitralekha enables users to generate and edit audio transcripts in various Indic languages.
- **Hanooman's Everest 1.0:** A multilingual AI system developed by SML, Everest 1.0 supports 35 Indian languages, with plans to expand to 90.

### AI Talent & Workforce Development

India's workforce is at the heart of its digital revolution. The country is adding one Global Capability Center (GCC) every week, reinforcing its status as a preferred destination for global R&D and technological development. However, sustaining this growth will require continuous investment in education and skill development. The government is addressing this challenge by revamping university curricula to include AI, 5G, and semiconductor design, aligning with the National Education Policy (NEP) 2020. This ensures that graduates acquire job-ready skills, reducing the transition time between education and employment.

- **AI Talent Pipeline & AI Education:** Under the IndiaAI Future Skills initiative, AI education is being expanded across undergraduate, postgraduate, and Ph.D. programs. Fellowships are being provided to full-time Ph.D. scholars researching AI in the top 50 NIRF-ranked institutes. To enhance accessibility, Data and AI Labs are being established in Tier 2 and Tier 3 cities, with a model IndiaAI Data Lab already set up at NIELIT Delhi.

- **India Ranks 1st in Global AI Skill Penetration:** According to the Stanford AI Index 2024, India ranks first globally in AI skill penetration with a score of 2.8, ahead of the US (2.2) and Germany (1.9). AI talent concentration in India has grown by 263% since 2016, positioning the country as a major AI hub. India also leads in AI Skill Penetration for Women, with a score of 1.7, surpassing the US (1.2) and Israel (0.9).
- **AI Innovation:** India has emerged as the fastest-growing developer population globally and ranks second in public generative AI projects on GitHub. The country is home to 16% of the world's AI talent, showcasing its growing influence in AI innovation and adoption.
- **AI Talent Hubs:** The India Skills Report 2024 by Wheebox forecasts that India's AI industry will reach USD 28.8 billion by 2025, with a CAGR of 45%. The AI-skilled workforce has seen a 14-fold increase from 2016 to 2023, making India one of the top five fastest-growing AI talent hubs, alongside Singapore, Finland, Ireland, and Canada. The demand for AI professionals in India is projected to reach 1 million by 2026.

### Government of India Expands AI-Driven Skilling

The Government of India is focused to meet the growing demand for professionals in emerging fields like data science and Artificial Intelligence (AI), some of the initiatives by the Government of India to integrate AI and cybersecurity training into existing skill development programs are as under:

- MeitY through CERT-In conducts **joint cybersecurity training** programs in collaboration with Industry partners to upskill the cybersecurity workforce in Government, public and private organizations with the latest skills. Technical training sessions in the area of AI-powered cybersecurity threats were conducted with experts from Industry to help the participants understand the latest threat landscape and best practices. Also, CERT-In provided expert support in the Gen AI Exchange Hackathon organized by industry partners for working professionals, student developers, freelancers and entrepreneurs in October 2024.
- MeitY has initiated '**FutureSkills PRIME**' a programme for Re-skilling/Up-skilling of IT Manpower for Employability in new/emerging technologies namely Artificial Intelligence, Robotic Process Automation, Augmented/Virtual Reality, Internet of Things, Big Data Analytics, Additive Manufacturing/ 3D Printing, Cloud Computing, Social & Mobile, Cyber Security, and Blockchain. Under the FutureSkills Prime program, there are 119 courses specifically focused on the cutting-edge fields of Artificial Intelligence (AI).
- MeitY launched the **Visvesvaraya PhD Scheme** in 2014 with the objective of enhancing the number of PhDs in the country to compete globally in the knowledge-intensive sectors of Electronics System Design and Manufacturing (ESDM) and IT/IT Enabled Services (IT/ITES). Under the scheme, financial support is provided to Full-time & Part-time PhD candidates and Young Faculty who are undertaking research and technology development. The Scheme also provides infrastructure support to institutions.
- MeitY through **IndiaAIFutureSkills** Pillar aims to increase the number of graduates, postgraduates, and PhD scholars in the AI domain while establishing Data and AI Labs in Tier 2 and Tier 3 cities to offer foundational courses in Data and AI. As part of this initiative, IndiaAI Fellowships are awarded to students pursuing relevant

undergraduate and postgraduate programs at Private or Centrally Funded Technical Institutes (CFTIs) recognized by AICTE, NBA, NAAC, or UGC. So far, **150 undergraduate** students, **48 postgraduate** students, and **3 PhD** scholars have been selected for the fellowship. Additionally, IndiaAI has set up Data Labs at NIELIT's Delhi centre and ICIT, Nagaland, with plans to establish **27** more labs in collaboration with NIELIT across Tier 2 and Tier 3 cities.

## Conclusion

India's rapid advancements in artificial intelligence, underpinned by strategic government initiatives, have positioned the country as a global AI powerhouse. By expanding AI compute infrastructure, fostering indigenous AI models, enhancing digital public infrastructure, and investing in talent development, India is creating an inclusive and innovation-driven ecosystem. The emphasis on open data, affordable access to high-performance computing, and AI-driven solutions tailored to local needs ensures that the benefits of AI reach businesses, researchers, and citizens alike. As AI adoption accelerates across industries, India's proactive approach is not only strengthening its digital economy but also paving the way for self-reliance in critical technologies. With a clear vision for the future, India is set to become a leader in AI innovation, shaping the global AI landscape in the years to come.

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## Current Affairs\*

### Cabinet approves National Sports Policy 2025 (July 01, 2025)

The Union Cabinet chaired by the Prime Minister Shri Narendra Modi approved the **National Sports Policy (NSP) 2025**, a landmark initiative aimed at reshaping the country's sporting landscape and empowering citizens through sports.

The new policy supersedes the existing **National Sports Policy, 2001**, and lays out a visionary and strategic roadmap to establish India as a global sporting powerhouse and a strong contender for excellence at international sporting events, including the **2036 Olympic Games**.

The NSP 2025 is the outcome of extensive consultations involving Central Ministries, NITI Aayog, State Governments, National Sports Federations (NSFs), athletes, domain experts, and public stakeholders. The policy is anchored on five key pillars.

#### 1. Excellence on the Global Stage

This pillar aims to:

- Strengthen sports programs from the grassroots to elite levels, including mechanisms for early identification and nurturing of talent.
- Promote the establishment of competitive leagues and competitions, and develop sports infrastructure in both rural and urban areas.
- Build world-class systems for training, coaching, and holistic athlete support.
- Enhance the capacity and governance of National Sports Federations.
- Encourage the adoption of sports science, sports science, medicine, and technology to boost athletic performance.
- Train and develop sports personnel, including coaches, technical officials, and support staff.

#### 2. Sports for Economic Development

NSP 2025 recognizes the economic potential of sports and seeks to:

- Promote sports tourism and attract major international events to India.
- Strengthen the sports manufacturing ecosystem, and promote startups and entrepreneurship in the sector.
- Encourage private sector participation through Public-Private Partnerships (PPPs), Corporate Social Responsibility (CSR) and innovative funding initiatives.

#### 3. Sports for Social Development

The policy emphasizes the role of sports in driving social inclusion by:

- Promoting participation among women, economically weaker sections, tribal communities, and persons with disabilities through focused programs.
- Revitalizing and promoting indigenous and traditional games.

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\* Prepared by Mahesh Airan, Assistant Director, The ICSI.

- Positioning sports as a viable career option by integrating it into education, encouraging volunteering, and facilitating dual-career pathways.
- Engaging the Indian diaspora through sports.

#### 4. Sports as a People's Movement

To make sports a national movement, the policy aims to:

- Drive mass participation and a culture of fitness through nationwide campaigns and community-based events.
- Launch fitness indices for schools, colleges, and workplaces etc.
- Enhance universal access to sports facilities.

#### 5. Integration with Education (NEP 2020)

In alignment with the National Education Policy 2020, the NSP 2025 proposes to:

- Integrate sports into school curricula.
- Equip educators and physical education teachers with specialized training to promote sports education and awareness.

#### 6. Strategic Framework

To realise its objectives, the NSP 2025 lays down a comprehensive implementation strategy encompassing:

- Governance: Establish a robust regulatory framework for sports governance, including legal framework.
- Private Sector Funding & support: Develop innovative financing mechanisms and engage private sector participation through PPPs and CSR.
- Technology & Innovation: Leverage emerging technologies, including AI and data analytics, for performance tracking, research, and program implementation.
- National Monitoring Framework: Create a national framework with well-defined benchmarks, Key Performance Indicators (KPIs), and time-bound targets.
- Model Policy for States: The NSP 2025 will serve as a model for States and Union Territories, encouraging them to revise or formulate their own policies in alignment with national objectives.
- Whole-of-Government Approach: The policy calls for integration of sports promotion into the activities, schemes, and programs of all Ministries and Departments to achieve a holistic impact.

With its structured vision and forward-looking strategy, **National Sports Policy 2025** sets India on a transformative path toward becoming a leading sporting nation globally, while creating healthier, more engaged, and empowered citizens.

For details: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2141138>

**Government Launches 'NAVYA' – A New Skilling Initiative for Adolescent Girls Under Viksit Bharat@2047 (June 24, 2205)**

In a significant step towards empowering young girls and furthering the vision of Viksit Bharat@2047, the Ministry of Women and Child Development (MWCD), in convergence with the Ministry of Skill Development and Entrepreneurship (MSDE), launched 'NAVYA' (Nurturing Aspirations through Vocational Training for Young Adolescent Girls) in Sonbhadra, Uttar Pradesh. The NAVYA programme aims to equip adolescent girls aged 16 to 18 years with vocational training mainly in non-traditional and emerging job roles. Adolescent girls from across the country participated virtually through webcast, marking their enthusiastic presence from every part of India.

In its pilot phase, NAVYA is being rolled out across 27 Northeastern and Aspirational districts in 19 states. Each participating district has designated training centres offering job-role-specific vocational courses tailored to the needs of adolescent girls.

Under the NAVYA programme, adolescent girls are being trained in skills such as graphic design, telecom and financial services, smartphone and drone assembly, solar PV and CCTV Installation, and hand embroidery—empowering them for emerging opportunities in a rapidly evolving job market.

*For details: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2139341>*

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## Sample Questions

### ***Paper 1 : Business Communication***

1. **Which of the following is not an element of the communication process?**
  - a. Sender
  - b. Channel
  - c. Decoder
  - d. Motivation
2. **The main purpose of a circular in business communication is:**
  - a. To negotiate terms
  - b. To inform a group about a common matter
  - c. To resolve conflicts
  - d. To seek clarification
3. **Which of the following types of communication takes place without using spoken or written words?**
  - a. Oral communication
  - b. Non-verbal communication
  - c. Visual communication
  - d. Lateral communication
4. **Identify the correct sentence:**
  - a. Driving down the road, the trees were beautiful.
  - b. The trees were beautiful, driving down the road.
  - c. Driving down the road, we saw beautiful trees.
  - d. We saw, driving down the road, beautiful trees.
5. **Choose the correct indirect form:**  
 He said, "I will complete the task tomorrow."
  - a. He said that he will complete the task the next day.
  - b. He said that he would complete the task the next day.
  - c. He said he completes the task tomorrow.
  - d. He said he would have completed the task tomorrow.

## ***Part 2 : Legal Aptitude & Logical Reasoning***

6. The \_\_\_\_\_ declares India to be a Sovereign, Socialist, Secular, Democratic Republic and secures to all its citizens Justice, Liberty, Equality and Fraternity.
  - a. Fundamental Rights
  - b. Preamble
  - c. Directive Principles
  - d. None of the above
7. Before enactment of the Companies Act, 2013, choose which Companies Act was prevailing in the India:
  - a. Companies Act, 1882
  - b. Companies Act, 1913
  - c. Companies Act, 1956
  - d. Companies Act, 2002
8. Choose the correct legal terminology for “A friend of court member of the bar who is appointed to assist the Court”
  - a. Ad idem
  - b. Amicus Curiae
  - c. Bona fide
  - d. Actus Curiae Neminem Gravabit
9. Look at this series: 2, 4, 6, 8, 10, . . . What number should come next?
  - a. 11
  - b. 13
  - c. 14
  - d. 12
10. JAK KBL LCM MDN \_\_\_\_\_
  - a. OEP
  - b. MEN
  - c. NEO
  - d. PFQ

### ***Paper 3 : Economic and Business Environment***

- 11. 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
- 12. Which of the following is not the method of measuring national income?**
  - a. Product Method
  - b. Income Method
  - c. Profit Method
  - d. Expenditure Method
- 13. Which of the following is not covered under the three major components of Indian Union Budget?**
  - a. Fund Flow Statement
  - b. Revenue Budget
  - c. Capital Budget
  - d. Fiscal Policy Statement
- 14. Which of the following is a type of entrepreneurs?**
  - a. Drone Entrepreneurs
  - b. Trading Entrepreneur
  - c. Women Entrepreneurs
  - d. All of the above
- 15. Which of the following is not the main components of Technological Environment?**
  - a. Rate of Technological change and Diffusion
  - b. Competitive Regulations
  - c. Impact of Technology on cost, quality and value chain
  - d. Use of New processes and equipment

## ***Paper 4 : Current Affairs and Quantitative Aptitude***

16. **The 17th BRICS Summit was held on July 6-7, 2025. In which among the following countries, it was held?**
- a. Russia
  - b. India
  - c. Brazil
  - d. China
17. **Recently, Elon Musk has announced the formation of a new political party in the United States of America. What is the name given to the new party?**
- a. Freedom Party
  - b. America Party
  - c. New America Party
  - d. United Party
18. **Union Home Minister and Minister of Cooperation Shri Amit Shah laid the foundation stone of India's first cooperative university, "Tribhuvan" Cooperative University with an aim to promote education, research, and innovation in the cooperative sector. In which state, it is being established?**
- a. Maharashtra
  - b. Gujarat
  - c. Madhya Pradesh
  - d. Uttar Pradesh
19. **Mr. Ravi Sinha has retired from the Research and Analysis Wing (RAW) which is India's external intelligence agency. Who is the successor of Mr. Sinha who took charge as new chief of RAW with effect from July 01, 2025?**
- a. Sameer Verma
  - b. Parag Jain
  - c. Rakesh Asthana
  - d. Ravi Sinha
20. **Which among the following is the first state in India to implement a mobile-based e-voting system for urban local body elections?**
- a. Maharashtra
  - b. Gujarat
  - c. Bihar
  - d. Uttar Pradesh

21. A fruit seller had some apples. He sells 40% apples and still has 420 apples. Originally, he had:
- 588 apples
  - 600 apples
  - 672 apples
  - 700 apples
22. In an election between two candidates, one got 55% of the total valid votes, 20% of the votes were invalid. If the total number of votes was 7500, the number of valid votes that the other candidate got, was:
- 2700
  - 2900
  - 3000
  - 3100

### Answer Key

1	d	6	b	11	d	16	c
2	b	7	c	12	c	17	b
3	b	8	b	13	a	18	b
4	c	9	d	14	d	19	b
5	b	10	c	15	b	20	c
						21	d
						22	a

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## Motto

सत्यं वद। धर्मं चर।

इष्टकरे तेह त्रुपते. बनेवेहें तेगु तेह बज.

## Vision

"To be a global leader in promoting good corporate governance"

## Mission

"To develop high calibre professionals facilitating good corporate governance"



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**भारतीय कम्पनी सचिव संस्थान**

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ICSI House, 22, Institutional Area, Lodi Road, New Delhi 110 003

tel 011-4534 1000 email [info@icsi.edu](mailto:info@icsi.edu) website [www.icsi.edu](http://www.icsi.edu)