

# CSEET Communique

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**THE INSTITUTE OF  
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**भारतीय कम्पनी सचिव संस्थान**

**IN PURSUIT OF PROFESSIONAL EXCELLENCE**

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# CSEET Communique

## *(e-bulletin)*

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<b><i>Content</i></b>	
Message from President	1
Role of Report Writing in Business Communication	3
India's Rising Economic Status	7
Current Affairs	12
Sample Questions	15

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*अभ्यासादेव कौशलम्।  
Practice makes a man perfect.*

**Dear Students,**

The days gone by cannot be termed anything less than eventful. While for you as students, the date of 25th August was a date of relishing the fruition of your efforts, for us too, the feeling was mutual. It may not be known to you as much, but releasing the result of more than a lakh of students of the Company Secretaryship Course under the Executive and Professional Programme, is a task undertaken with great detail, dedication and commitment.

So, my heartiest congratulations to each one of you who have passed the June 2025 Examinations and paved the next step in your journey. At the same time, I would be standing with you in commending the Team at ICSI for seeing through the entire activity– beginning from the release of the date sheet of Examinations, to results and even verifications and inspections thereafter. To those of you my friends, who did not achieve the results desired, the shloka above is for you. In no way and manner, do I expect you to be disheartened or mellowed in spirits – for it is moments like these that test your makings of a professional.

For each one of you, irrespective of your results, the days ahead shall mark the beginning of a new phase of preparation – to strive harder on the pedestal or to put in much greater efforts on the next level. And what better way to initiate the same than to seek blessings of Lord Ganesha with this mantra from the Ganapati Atharvashirsha,

*त्वं प्रत्यक्षं ब्रह्मासि। त्वं ज्ञानमयो विज्ञानमयोऽसि॥*

*(You are the absolute awareness. You are full of supreme wisdom and knowledge.*

The festivities of the Ganesh Chaturthi and the ten day long celebrations mark the beginning of a long list of festivals across the nation. But for each one you, this shall mark the renewal of your vows to strive for excellence and overcome every hurdle or setback that you may encounter in the journey of becoming a Governance Professional.

With our students spread across every nook and corner of the country, the Capacity Building Series initiated by the Institute is our way of sharpening your soft skills,

aligning you with the needs of the Industry and instill in you the confidence that each one of you is second to none.

Becoming a professional is less of a degree and more of a mindset and I trust each of your better judgements to feed the sparks in your soul into shifting your mindset, your thoughts and your approach to understand your roles in the altering dynamics of the nation and the world...!

My best wishes to all of you !!!

Warm Regards,

**(CS Dhananjay Shukla)**

*President*

The Institute of Company Secretaries of India

## Role of Report Writing in Business Communication\*

Business communication is not limited to oral interaction or casual exchanges of information. In the corporate world, where accuracy, accountability, and professionalism are paramount, report writing emerges as one of the most powerful and reliable forms of communication. A well-written report is more than just words on paper, it is a strategic tool that guides decisions, records events, and ensures compliance.

As a Company Secretary report writing holds special importance because Company Secretaries are regarded as the communicators and compliance officers of the corporate sector. Let us explore in detail the significance, role, and techniques of report writing in business communication.

### Understanding Report Writing

The practice of presenting information in an orderly and structured manner is known as report writing. It is used to convey information, conclusions, or suggestions to a certain group of people, usually in the form of written materials. Report writing is crucial for communicating crucial information and insights in a variety of disciplines, including academia, industry, science, and government.

Usually, a report begins with a specific goal or aim. Through data gathering, observation, or investigation, the writer obtains pertinent information. After that, this data is examined and arranged to create a logical document. Depending on the target audience and goal, reports might differ in length, complexity, and style.

The structure of a report is one of its most important components. An introduction, methodology, findings or results, discussion, and conclusion are the usual sections of a report. The setting, the information-gathering procedure, the results, and the importance of the findings are all clarified for readers in these sections.



To make complex data easier to understand, reports frequently incorporate visual aids like tables, graphs, and charts. Citing sources is also crucial for legitimacy and for enabling readers to confirm the material.

### Importance of Report Writing in Business Communication

#### Decision-Making Tool

In organizations, managers and directors cannot personally analyze every situation. Reports consolidate data and present it in a simplified manner, enabling quick and effective decisions. For example, a financial performance report helps the board decide on dividend distribution.

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

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## Ensuring Compliance

Company Secretaries prepare compliance reports, secretarial audit reports, and statutory filings. These reports prove that the company is following the provisions of the Companies Act, SEBI guidelines, and other regulatory frameworks.



## Promoting Transparency

Reports like annual reports and corporate social responsibility (CSR) reports communicate with external stakeholders such as investors, customers, and society. They build trust by showing accountability and transparency.



## Record and Evidence

Reports act as documentary evidence for future reference. For instance, minutes of meetings are legal records that may be examined by regulators, tribunals, or courts.



## Facilitating Evaluation and Control

Through reports, management can evaluate whether policies, projects, or investments are yielding desired results. A project progress report enables corrective action if necessary.

## Characteristics of a Good Report

For a report to be effective in business communication, it must have the following qualities:



### Clarity

The language should be simple and precise. The aim of a report should be apparent from the beginning. It should be stated in the introduction and considered throughout the writing process. Reports should be created for a specific purpose and customized to the audience's demands. This ensures that the report is relevant and valuable.



### Accuracy

All data and facts incorporated in the report must be correct and verifiable. Data should be gathered from trusted sources and confirmed. Reports should also provide data sources, allowing readers to check the information's authenticity.



### Objectivity

The report should be free from biasness or personal opinions. The report should be prepared objectively. It shouldn't be biased or subjective. The report should convey facts and information in an objective manner. The report should also incorporate expert and stakeholder feedback.



### Conciseness

The report should be brief but comprehensive. Conciseness is an important feature of a successful report, as it helps to keep the reader engaged and focused on vital issues while avoiding extraneous information. A short report is similar to a well-tailored suit; it fits properly and conveys the required message with precision.



### Logical Flow

Information must follow a sequence:

Introduction → findings → analysis → conclusion → recommendations.

A report should follow a logical framework. This will assist the reader in understanding the facts offered in the report. The report should include an introduction, body, and conclusion. It should also include headers and subheadings to help organize the content.

## Types of Business Reports

Reports in business communication can be classified as:

- **Informational Reports**

Informational reports merely offer data and facts; they don't offer any analysis or suggestions. Writers for this kind of business reporting gather and arrange data, but they do not present readers with an analysis of the facts.

Here are some situations where businesses use informational reports:

- A trip report describing an employee's visit to a trade show is informational.
- Weekly status reports about an ongoing project are also informational.
- Monthly sales reports, progress updates, and legal compliance reports are also considered informational reports.

- **Analytical Reports**

Analytical Reports include interpretation and recommendations (e.g., feasibility study report). It is a corporate report that examines data, provides conclusions and makes recommendations to enable stakeholders to determine the best course of action.

Here are some examples of analytical reports:

- If you are writing a criteria comparison report to evaluate multiple locations for a new automotive manufacturing plant, you will compare the sites factoring in how they stack up with one another using the same parameters and then make a recommendation.
- A report analyzing a new technology's impact on a business sector's productivity and profitability is another example.
- Other reports that provide recommendations are feasibility studies (e.g., for expansion opportunities) and justification reports (e.g., for equipment purchases or procedural changes).

- **Research Reports**

Research Reports are prepared after investigation and analysis of a specific issue.

This document presents the findings and analysis of a research study conducted on a particular topic. The report must follow a specific methodology to analyze the data.

Here are some examples of analytical reports:

- Marketing teams can send surveys to customers to learn more about their buying behaviour before launching a new product.
- Research that seeks to understand competitors in the industry, growth potential, and market prospects would also be considered a research report. Make life easier with this business report template.

- **Special Reports**

Special reports are prepared for unusual events like mergers, acquisitions, or fraud cases.

A special report is a type of business report that is prepared for a specific, non-routine purpose or to address an unusual situation. Unlike routine reports that are prepared at regular intervals, special reports are drafted when an event, issue, or decision requires detailed analysis and communication to the management or stakeholders. They are generally problem-oriented and may include observations, findings, and

recommendations for corrective action. For instance, if a company faces a sudden case of employee fraud, the management may direct the internal audit team or the Company Secretary to prepare a special investigation report. This report would outline the nature of fraud, parties involved, impact on financials, legal implications, and recommended preventive measures. Similarly, before undertaking a merger or acquisition, a special due diligence report may be prepared to examine the legal and financial health of the target company.

- **Statutory Reports**

A statutory report is a type of report that is mandated by law and must be prepared and submitted by a company to comply with specific legal requirements. Unlike routine or special reports, statutory reports are compulsory and their format, content, and timelines are usually prescribed under statutes such as the Companies Act, SEBI Regulations, or other applicable laws. These reports ensure transparency, accountability, and adherence to governance norms.

*Example:* Under the Companies Act, 2013, the Board's Report is a statutory report that every company is required to prepare annually. It provides information on the company's financial performance, dividend declarations, changes in directors, CSR activities, and other statutory disclosures. Similarly, a Secretarial Audit Report under Section 204 is a statutory requirement for certain classes of companies to certify legal compliance.

### Role of Report Writing for Company Secretaries

A Company Secretary (CS) plays a crucial role in report writing as they are the key link between the company, its management, regulators, and stakeholders. Being the custodian of compliance and governance, a CS is responsible for drafting, certifying, and maintaining a wide variety of reports that carry legal, financial, and strategic significance. These include Board's Reports, Minutes of Meetings, Secretarial Audit Reports, Compliance Certificates, Annual Returns, and Due Diligence Reports. Report writing by a CS is not limited to presenting facts but also involves interpreting laws, analyzing risks, and recommending corrective actions. Since these reports often serve as official records and may be scrutinized by regulators, tribunals, or courts, accuracy, objectivity, and clarity are vital. A well-drafted report enhances the credibility of the company, ensures transparency, and assists the Board in effective decision-making. Thus, report writing is one of the core professional skills that define the competence of a Company Secretary in the corporate governance framework.

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## India's Rising Economic Status\*

### Introduction

Fueled by strong domestic demand, cooling inflation, vibrant capital markets, and rising exports, India's economy reflects both resilience and equilibrium. Record foreign exchange reserves, a stable current account deficit, and surging foreign investments underscore growing global confidence in the nation's long-term trajectory. The result is a growth story that's not just accelerating, but doing so with strength across every sector.

### Key Economic Indicators

#### A. Gross Domestic Product (GDP)-

- According to Ministry of Statistics and Programme Implementation (MoSPI), India's real GDP which measures the output of economy after removing effect of inflation expanded by 6.5% in 2024-25. The Reserve Bank of India expects this pace to continue into 2025-26.
- India's economy shows robust expansion, with real GDP for FY25 estimated at Rs. 1,87,97,000 crore (US\$ 2.20 trillion), from Rs. 1,76,51,000 crore (US\$ 2.06 trillion) in FY24 with a growth rate of 6.5%.
- By 2030, India is set to become the world's third-largest economy with a projected GDP of \$7.3 trillion.

#### B. Growing GST Subscriber Base-

- In July 2025, the Goods and Services Tax (GST) completed eight years since its rollout. By improving transparency and efficiency, GST has helped lay the foundation for a stronger, more integrated economy.
- There are over 1.52 crore active GST registrations; Top 5 states accounted for ~50% of total Active GST Tax Payers.

#### C. Capital Expenditure-

- Capital expenditure (CAPEX) builds long-term assets that boost national investment, enhance efficiency, create jobs, and raise productivity while generating sustained revenue.
- In 2024-25, capital expenditure was ₹10.52 trillion, surpassing the revised estimates.
- The quality of expenditure, measured as the ratio of capital expenditure to revenue expenditure, has remained higher than 0.27 for the past three years, almost double the pre-COVID average.

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

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**D. Consumer Price Index (CPI)-**

- Inflation is measured on the basis of two indicators in India, Wholesale Price Index (WPI) and Consumer Price Index (CPI). WPI measures the average change in prices of goods before reaching the consumer whereas CPI measures change in price of goods that people buy for daily use.
- Year-on-year inflation rate based on CPI for the month of July, 2025 over July, 2024 is 1.55%. There is decline of 55 basis points in headline inflation of July, 2025 in comparison to June, 2025. It is the lowest year-on-year inflation rate after June, 2017.
  - In July 2025, food prices were 1.76% lower compared to July 2024 — this is called negative inflation or deflation in food prices. **Rural areas saw a 1.74% drop and urban areas saw a 1.90% drop.** Compared to June 2025, food inflation dropped by 75 basis points, meaning prices fell faster in July.
  - This **-1.76%** is the **lowest food inflation rate since January 2019**, indicating that food prices haven't been this low in over six years.

**E. Wholesale Price Index (WPI)-**

- WPI fell further in the negative zone to a two-year low of (-) 0.58 in July 2025, compared to prior corresponding period primarily due to a decrease in the prices of food articles and fuels such as petrol, diesel and natural gas.
- The decline in WPI inflation is also expected to lead to further easing of retail inflation as the drop in prices of bulk goods is passed on to the retail level and the decline in fuel prices leads to a drop in transport costs.

**F. Employment**

- India's employment has surged, with 17 crore jobs created in the past decade.
- The Labour Force Participation Rate (LFPR) for individuals aged 15 years and above has increased from 49.8% in 2017–18 to 60.1% in 2023–24.
- There has been an impressive decline in the Unemployment Rate (UR), that dipped sharply from 6.0% in 2017–18 to 3.2% in 2023–24.
- Job creation in the agricultural sector and services sector has increased to 19% and 36%, respectively in the last decade. In the manufacturing sector, job creation stood at 6% between 2004 and 2014, while it rose to 15% in the last decade.

**G. Domestic institutional investors (DII) & Foreign institutional investors (FIIs)**

- As prospects for trade deals improved, financial market volatility has subsided, underscoring the importance of resolving policy uncertainty for effective market functioning.

- Against this global backdrop, India's financial markets have demonstrated notable resilience, primarily driven by strong domestic investor participation.

Domestic Institutional Investors (DII)	Foreign Institutional Investors (FIIS)
DIIs remained large net buyers, purchasing equity worth ₹44,269 crores between June 16, 2025 to July 15, 2025.	FIIs undertook comparable net purchases of equities worth ₹33,336.8 between June 16, 2025 to July 15, 2025.

## H. Balance of Payment

- India earned more from services and remittances, spent less on imports relative to exports, and ended the year with a healthier balance in its international payments. Services exports (like IT, consulting, and business services) are doing well. Private remittances from Indians working abroad are also increasing.
- Current account is a measure of how much money is flowing in and out of India from trade in goods & services, income from abroad, and remittances (money sent home by Indians overseas).
- In Q4 FY25, India had a surplus of USD 13.5 billion (1.3% of GDP) — meaning more money came into the country than went out. This is a major shift from the USD 11.3 billion deficit (1.1% of GDP) in the previous quarter.
- For the full year FY25, the current account deficit (CAD) shrank to 0.6% of GDP (USD 23.3 billion) from 0.7% of GDP (USD 26.0 billion) in FY24 — a sign of improved external trade health.

## I. Capital Flows

- In the face of ongoing global uncertainty, India achieved a capital and financial account surplus of USD 21.7 billion in FY25 on account of higher NRI deposits (USD 16.2 billion) and external commercial borrowings (USD 18.4 billion).

## J. Export

- Amid shifting global trade patterns, India's trade performance remains resilient in Q1 of FY26 with total exports (goods & services) registering a growth rate of 5.9% (YoY) in Q1 FY26, reaching USD 210.3 billion.
- Export orders in June 2025 witnessed a sharp increase, suggesting improved external demand for Indian products, also an outcome of frontloading of exports in the wake of impending higher US Tariffs.

## K. GST Reforms:

The **56th meeting of the GST Council** was held in **New Delhi on September 03, 2025**, under the **chairpersonship of the Union Finance & Corporate Affairs Minister, Smt. Nirmala Sitharaman**.

The GST Council, in this meeting, made key recommendations, including:

- Changes in GST tax rates**

- **Relief measures** for individuals, the common man, and the aspirational middle class
- **Measures to facilitate trade** under GST

Additionally, **FAQs are being issued** to clarify any doubts regarding the recommendations.

The main recommendations of the **56th GST Council meeting** are as follows:

Save Big on Daily Essentials

Items	From	To
Hair Oil, Shampoo, Toothpaste, Toilet Soap Bar, Tooth Brushes, Shaving Cream	18%	5%
Butter, Ghee, Cheese & Dairy Spreads	12%	5%
Pre-packaged Namkeens, Bhujia & Mixtures	12%	5%
Utensils	12%	5%
Feeding Bottles, Napkins for Babies & Clinical Diapers	12%	5%
Sewing Machines & Parts	12%	5%

Uplifting Farmers & Agriculture

Items	From	To
Tractor Tyres & Parts	18%	5%
Tractors	12%	5%
Specified Bio-Pesticides, Micro-Nutrients	12%	5%
Drip Irrigation System & Sprinklers	12%	5%
Agricultural, Horticultural or Forestry Machines for Soil Preparation, Cultivation, Harvesting & Threshing	12%	5%

Relief in Healthcare Sector

Items	From	To
Individual Health & Life Insurance	18%	Nil
Thermometer	18%	5%
Medical Grade Oxygen	12%	5%
All Diagnostic Kits & Reagents	12%	5%
Glucometer & Test Strips	12%	5%
Corrective Spectacles	12%	5%

Automobiles made affordable

Items	From	To
Petrol & Petrol Hybrid, LPG, CNG Cars (not exceeding - 1200 cc & 4000mm)	28%	18%
Diesel & Diesel Hybrid Cars (not exceeding - 1500 cc & 4000mm)	28%	18%
3 Wheeled Vehicles	28%	18%
Motor Cycles (350 cc & below)	28%	18%
Motor Vehicles for transport of goods	28%	18%

Affordable Education

Items	From	To
Maps, Charts & Globes	12%	Nil
Pencils, Sharpeners, Crayons & Pastels	12%	Nil
Exercise Books & Notebooks	12%	Nil
Eraser	5%	Nil

Save on Electronic Appliances

Items	From	To
Air Conditioners	28%	18%
Television (above 32") (including LED & LCD TVs)	28%	18%
Monitors & Projectors	28%	18%
Dish Washing Machines	28%	18%

PROCESS REFORMS

Registration

Automatic registration within 3 working days for applicants:

- Identified by the system based on data analysis
- Who determines that he would not pass Input Tax Credit exceeding ₹2.5 Lakh per month and opts for the Scheme

Refund

Sanction of Provisional Refunds by proper officer, through system based risk evaluation for:

- Zero Rated Supplies
- Supplies with Inverted Duty Structure

Source: Ministry of Finance. Next-Gen GST Reforms, 2025

## Conclusion

India's growth momentum is buoyed by strong domestic growth drivers, sound macroeconomic fundamentals and prudent policies. Manufacturing, services, and infrastructure are advancing on the back of steady investment and policy support. Despite global headwinds, India's strong fundamentals position it to lead and build a stronger, more inclusive future as the country's economic momentum is powered by reforms and driven by innovation.

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## Current Affairs\*

- **SCO Summit 2025: A New Global Framework (September 02, 2025)**

### **Security Cooperation: Combating Common Threats**

The SCO Summit 2025 reaffirmed the organization's commitment to combating terrorism, separatism, and extremism. The Tianjin Declaration condemned terrorist attacks across member states and emphasized the "inadmissibility of double standards" in counter-terrorism efforts.

This collective security approach addresses shared concerns about stability. Member states face diverse security challenges, from cross-border terrorism to separatist movements and extremist ideologies. The SCO framework provides a platform for intelligence sharing, joint exercises, and coordinated responses.

The organization's anti-terrorism efforts extend beyond security measures to include countering terror financing and addressing online radicalization. These approaches reflect the evolving nature of security threats in the digital age.

### **Technological Cooperation: AI and Digital Economy Focus**

The summit emphasized technological cooperation, particularly in artificial intelligence (AI) and digital economy development. The Declaration reaffirmed commitments to strengthen AI cooperation while emphasizing "equal rights of all countries to develop and use AI."

This technological focus reflects the SCO's adaptation to 21st-century challenges and opportunities. Member states agreed to cooperate on reducing AI risks while improving security and accountability. The initiative includes establishing collaboration centers for AI applications and promoting open-source AI models.

### **Economic Integration: Trade and Investment Expansion**

**Development Strategy until 2035:** The SCO Summit 2025 also focused on expanding trade and investment cooperation. The signing of the SCO's Development Strategy until 2035 provides a roadmap for economic integration across multiple sectors. Member states committed to reducing trade barriers, facilitating investment flows, and developing regional value chains. These efforts aim to increase intra-SCO trade volumes and reduce dependence on external markets and currencies.

**SCO Development Bank:** The SCO members have proposed the establishment of the SCO Development Bank and intensify consultations on its functioning. China pledged financial backing, with President Xi announcing that Beijing will provide 2 billion yuan (\$280 million) of free aid to member states this year and a further 10 billion yuan of loans to an SCO banking consortium. The bank aims to reduce member states' reliance on dollar transactions and Western financial systems.

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

*Energy Cooperation Platform:* The SCO supports expanding cooperation in energy, strengthening the stability of energy supply chains, and promoting a stable global energy market. A statement on sustainable energy development and a roadmap for the energy cooperation strategy until 2030 were approved. The importance of fair energy transition and renewable energy development is emphasized.

### **India's Strategic Engagement: Three-Pillar Approach**

The Indian Prime Minister's participation in the summit demonstrated India's commitment to strengthening SCO cooperation. Addressing the Summit, the Prime Minister highlighted India's approach to strengthening cooperation under the SCO framework through a comprehensive three-pillar framework:

*Security Pillar:* India emphasized the need for firm and decisive action against terrorism in all manifestations. The PM called for coordinated efforts against terror financing and radicalization, while expressing gratitude to member countries for their solidarity following the Pahalgam terror attack. He stressed there should be no double standards in dealing with terrorism and urged accountability for countries perpetrating and supporting cross-border terrorism.

*Connectivity Pillar:* Highlighting connectivity's role in fostering development and building trust, India strongly supports projects such as Chabahar port and the International North-South Transport Corridor as alternatives to traditional trade routes.

*Opportunity Pillar:* The PM emphasized opportunities in start-ups, innovation, youth empowerment, and shared heritage under the SCO umbrella. He proposed establishing a Civilizational Dialogue Forum to foster greater people-to-people ties and cultural understanding among member states.

India's balanced approach reflected its strategic autonomy, engaging with the SCO's agenda while maintaining independent positions on global issues.

- **NITI Aayog releases report on “Strategies and Pathways for Accelerating Growth in Pulses towards the Goal of Atmanirbharta” (September 04, 2025)**

India is the world's largest producer and consumer of pulses. The role of pulses in ensuring food security, nutritional well-being, and sustainable agriculture with significant environmental benefits is therefore, very critical. In this context, a report titled “*Strategies and Pathways for Accelerating Growth in Pulses towards the Goal of Atmanirbharta*” was released by Hon'ble Member, NITI Aayog, Prof. Ramesh Chand.

The report lays out a detailed roadmap to accelerate the growth and transformation of India's pulses sector. With nearly 80% of production dependent on rainfed areas and sustaining the livelihoods of over 5 crore farmers and their families, the sector is vital to rural economies and the vision of *Atmanirbharta*. Following a decline in production to 16.35 million tonnes (MT) in 2015–16, which necessitated 6 MT of imports, concerted interventions by the Government of India spurred remarkable progress. By 2022–23, production rose by 59.4% to 26.06 MT, accompanied by a 38% increase in productivity, reducing import dependence from 29% to 10.4%. Building on this momentum, the Union Budget 2025–26 has announced the “*Mission for Atmanirbharta in Pulses*”, a six-year focused initiative targeting pigeonpea, black gram, and lentil to further strengthen India's self-reliance in this vital sector.

The report notes that India's diverse agro-climatic conditions support the cultivation of 12 pulse crops across *kharif*, *rabi*, and *summer* seasons. Production is regionally concentrated, with Madhya Pradesh, Maharashtra, and Rajasthan contributing about 55%, and the top ten states accounting for over 91% of national output. Addressing these gaps is vital for reducing import dependency, ensuring nutritional security, and advancing the country's goal towards *Atmanirbharta* in pulses.

The report comprehensively explores the current state of the country's pulse sector and its future potential, including a detailed analysis of consumption patterns. The report projects pulse production to rise steadily, with domestic supply estimated to reach 30.59 MT by 2030 and 45.79 MT by 2047.

To achieve self-sufficiency in this sector, the report lays out a comprehensive strategic framework to bridge the projected demand-supply gap, ensuring long-term sustainability of pulse production, anchored on two core pillars: (i) Horizontal Expansion, aimed at increasing the area under pulses through utilizing untapped land resources like rice fallow lands for high-yielding pulse crops and efficient intercropping; and (ii) Vertical Expansion, focused on enhancing yields through improved farming practices, and technology-led interventions. These include the adoption of improved varieties and hybrids, seed treatment and quality assurance, value addition through processing, timely and scientific sowing practices, as well as integrated approaches to nutrient, pest, weed, and water management. Further, the 'district-wise quadrant approach' outlined in the report offers a valuable tool for achieving "*Atmanirbharta*" in pulses. To guide implementation, the report identifies district clusters.

The strategic interventions recommended in the report offer a viable path to not only bridge the import gap but also position the country on a trajectory toward self-reliance. The report notes that with focused adoption of these strategies, the country has the potential to significantly increase the domestic pulse production by ~20.10 MT, enabling a supply of 48.44 MT by 2030 and 63.64 MT by 2047.

Recognising self-sufficiency in pulses as a national priority, to navigate this path successfully, the recommendations and the way forward of this report are laid down based on the valuable insights gained from a primary field survey encompassing 885 farmers across five major pulse-producing states (i.e., Rajasthan, Madhya Pradesh, Gujarat, Andhra Pradesh, and Karnataka).

The report concludes with several recommendations to achieve self-sufficiency in pulse sector, including: area retention and diversification through targeted crop-wise clustering, adoption of customized technologies for varied agro-ecological sub-regions, emphasis on high-quality seed distribution and treatment kits specially focussing on 111 high-potential districts contributing 75% of national output, and "One Block-One Seed Village" cluster-based hubs facilitated by FPOs. The report emphasizes on proactive climate adaptation measures, and driving data-led transformation through comprehensive monitoring and decision-support systems, is crucial for transforming the sector and to ensure "*Atmanirbharta*".

**The report may be accessed at:** <https://niti.gov.in/sites/default/files/2025-09/Strategies-and-Pathways-for-Accelerating-Growth-in-Pulses-towards-the-Goal-of-Atmanirbharta.pdf>

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## Sample Questions

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

1. **Which of the following is not a barrier to effective communication?**
  - a) Noise
  - b) Semantic issues
  - c) Feedback
  - d) Cultural differences
2. **Which of the following is an example of Downward Communication?**
  - a) Suggestions from employees to management
  - b) Orders issued by a manager to subordinates
  - c) Communication between two colleagues at the same level
  - d) Interaction with customers
3. **In Report Writing, a Special Report is usually prepared:**
  - a) For routine matters of the company
  - b) For specific events or unusual situations
  - c) As a statutory compliance under law
  - d) For presenting annual accounts only
4. **Which of the following is not a principle of effective business communication?**
  - a) Clarity
  - b) Completeness
  - c) Complexity
  - d) Conciseness
5. **Which of the following is an example of Non-verbal Communication?**
  - a) Email
  - b) Body language
  - c) Memo
  - d) Telephonic conversation

## Part 2: Legal Aptitude & Logical Reasoning

Column A (Fundamental Rights)	Column B (Articles)
A. Right to Equality	1. Articles 25 – 28
B. Right to Freedom	2. Article 32
C. Right against Exploitation	3. Articles 14 – 18
D. Right to Freedom of Religion	4. Articles 19 – 22
E. Cultural and Educational Rights	5. Articles 29 – 30
F. Right to Constitutional Remedies	6. Articles 23 – 24

6. **Match the Fundamental Rights under Part III of the Indian Constitution with their corresponding Articles:**
  - a) A-3, B-4, C-6, D-1, E-5, F-2
  - b) A-4, B-3, C-5, D-6, E-1, F-2
  - c) A-2, B-5, C-1, D-3, E-6, F-4
  - d) A-6, B-1, C-2, D-5, E-4, F-3
7. **The Constitution (One Hundred and First Amendment) Act, 2016, which introduced Goods and Services Tax (GST), inserted which of the following Articles in the Constitution of India?**
  - a) Articles 246A, 269A and 279A
  - b) Articles 249A, 269B and 279B
  - c) Articles 246, 270 and 280
  - d) Articles 243A, 265A and 278A
8. **In *Ashby v. White (1703)*, the plaintiff was wrongfully prevented from casting his vote, even though the candidate he supported won. The court held the defendant liable on the principle of—**
  - a) Damnum sine injuria
  - b) Volenti non fit injuria
  - c) Injuria sine damnum
  - d) Res ipsa loquitur



9. Find the pair that has a similar relationship.

PETAL : FLOWER

- a) salt : pepper
  - b) tire : bicycle
  - c) base : ball
  - d) sandals: shoes
10. Look at this series: 83, 73, 93, 63, \_\_, 93, 43, ... What number should fill the blank?
- a) 33
  - b) 53
  - c) 73
  - d) 93

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

11. \_\_\_\_\_ aims to promote skill development by catalyzing creation of large, quality and for-profit vocational institutions.
  - a) National Skill Development Corporation
  - b) Startup India Scheme
  - c) Prime Minister's Employment Generation Programme
  - d) National Mentorship Portal
12. **What does the NSDC stand for? Choose the correct option.**
  - a) New Skill Development Company
  - b) National Skill Development Corporation
  - c) Nursing & Surgery Development Corporation
  - d) None of the above
13. **The term "business environment" refers to the totality or collection of all internal and external aspects, including people working in the company, customer demands and expectations, supply and demand, management, clients, suppliers, and owners, as well as government actions, technological innovation, social trends, market trends, and economic developments.**
  - a) Partially False
  - b) False
  - c) True
  - d) None of the above
14. **Which of the following is NOT an exception to the Law of Demand?**
  - a) Giffen Goods
  - b) Articles of Snob Appeal
  - c) Speculation
  - d) Normal Goods
15. **The phrase "other things remaining the same" in the Law of Supply refers to which of the following assumptions?**
  - a) No change in the state of technology
  - b) No change in the price of factors of production
  - c) No change in the seller's expectations regarding future prices
  - d) All of the above

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

- 16. In August 2025, Prime Minister Narendra Modi participated in the Shanghai Cooperation Organisation (SCO) Summit. In which of the following cities, it was held?**
- a) Beijing
  - b) Tianjin
  - c) Shanghai
  - d) Guangzhou
- 17. As per Air Quality Life Index (AQLI) 2025 report, which state/UT records a loss of 8.2 years in life expectancy due to air pollution?**
- a) Gujarat
  - b) Delhi
  - c) Bihar
  - d) Rajasthan
- 18. The Niveshak Didi Phase II program was launched in collaboration with which financial institution for last-mile outreach?**
- a) India Post Payments Bank (IPPB)
  - b) State Bank of India (SBI)
  - c) NABARD
  - d) Reserve Bank of India (RBI)
- 19. India recently joined which global network to strengthen oversight of Artificial Intelligence (AI) in healthcare?**
- a) Global Health Data Exchange
  - b) Health AI Global Regulatory Network
  - c) World Digital Health Forum
  - d) AI for Health Alliance
- 20. Who among the following has been elected as 15<sup>th</sup> Vice President of India?**
- a) CP Radhakrishnan
  - b) Justice B Sudershan Reddy
  - c) Jagdeep Dhankhar
  - d) M. Venkaiah Naidu

**Questions Phrase:** A farmer takes 500 mangoes to the market. In the first hour he sells 16% of the mangoes. In the second hour he sells 10% of the remaining mangoes.

**21. How many mangoes does he sell?**

- a) 222
- b) 322
- c) 42
- d) 122

**22. How many mangoes are left with him after two hours?**

- a) 478
- b) 578
- c) 378
- d) 178

### Answer Key

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

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## Motto

सत्यं वद। धर्मं चर।

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