

TABLE OF CONTENTS

| | |
|----------------------------|-----|
| CERTIFICATE..... | I |
| ACKNOWLEDGEMENT..... | II |
| ABSTRACT..... | IV |
| TABLE OF CONTENTS..... | X |
| LIST OF TABLES..... | XIV |
| LIST OF FIGURES..... | XX |
| LIST OF ABBREVIATIONS..... | XXI |

CHAPTERS

| | |
|---|----------|
| Chapter-1 Introduction: Corporate Governance - Genesis and Key Variables | 1 |
| 1.1 Corporate Governance - Concept and Genesis | 4 |
| 1.1.1 The Concept | 4 |
| 1.1.2 The Genesis..... | 6 |
| 1.1.3 International Developments | 8 |
| 1.1.4 OECD Principles..... | 13 |
| 1.2 Corporate Governance - Theories..... | 13 |
| 1.2.1 Agency Theory..... | 14 |
| 1.2.2 Stakeholder Theory..... | 15 |
| 1.2.3 Stewardship Theory | 16 |
| 1.2.4 Resource Dependency Theory | 17 |
| 1.2.5 Transaction Cost Theory..... | 17 |
| 1.2.6 Political Theory..... | 18 |
| 1.3 Models of Corporate Governance..... | 18 |
| 1.3.1 Anglo Saxon Model..... | 18 |
| 1.3.2 Japanese Model..... | 19 |

| | | |
|---|---|-----------|
| 1.3.3 | German Model | 20 |
| 1.3.4 | Indian Model of Governance | 20 |
| 1.4 | Significance of Good Corporate Governance (CG)..... | 22 |
| 1.5 | Issues and Challenges of Corporate Governance..... | 24 |
| 1.6 | Corporate Governance Reforms in India | 24 |
| 1.6.1 | Provisions of the Companies Act, 2013..... | 25 |
| 1.6.2 | SEBI Guidelines (LODR)..... | 26 |
| 1.7 | Corporate Governance - Key Variables | 28 |
| 1.7.1 | Board Independence..... | 28 |
| 1.7.2 | Gender Diversity in the Board | 29 |
| 1.7.3 | Board Meetings..... | 30 |
| 1.7.4 | Audit Committees (AC)..... | 30 |
| 1.7.5 | Financial Performance | 31 |
| 1.7.6 | Social Performance | 31 |
| 1.8 | Concluding Remarks..... | 33 |
| Chapter-2 Review of Literature | | 35 |
| 2.1 | Review of Related Studies | 35 |
| 2.1.1 | Corporate Governance Principles | 37 |
| 2.1.2 | Corporate Governance Index | 38 |
| 2.1.3 | Corporate Governance Scorecard | 40 |
| 2.1.4 | Corporate Governance Variables..... | 41 |
| 2.1.5 | Demographic Variables-Company Characteristics..... | 48 |
| 2.1.6 | Financial Performance | 52 |
| 2.1.7 | Social Performance | 54 |
| 2.1.8 | Corporate Governance, Financial Performance and Social Performance..... | 55 |
| 2.2 | Research Gap | 56 |
| 2.3 | Relevance of the Study | 58 |
| Chapter-3 Research Methodology..... | | 63 |
| 3.1 | Background of the Study | 63 |
| 3.2 | Scope of the Study | 65 |
| 3.3 | Objectives of the Study..... | 66 |
| 3.3.1 | Key Research Areas | 66 |
| 3.3.2 | Research Questions..... | 67 |

| | | |
|---|--|------------|
| 3.4 | Research Process..... | 68 |
| 3.4.1 | Sample Size..... | 68 |
| 3.4.2 | Sources of Data..... | 68 |
| 3.4.3 | Identifying the Corporate Governance (CG) Practices..... | 69 |
| 3.4.4 | Analysis of Corporate Governance Score..... | 73 |
| 3.4.5 | Impact of Corporate Governance on Financial Performance (FP) and Social Performance..... | 80 |
| 3.5 | Limitations of the Study..... | 85 |
| Chapter-4 Corporate Governance Practices of Selected Companies..... | | 87 |
| 4.1 | Methodology..... | 88 |
| 4.2 | Reliability and Validity of Corporate Governance Scoresheet..... | 89 |
| 4.2.1 | Category I Reliability: Rights and Equitable Treatment of Shareholders ... | 90 |
| 4.2.2 | Category II Reliability: Role of Stakeholders..... | 90 |
| 4.2.3 | Category III Reliability: Disclosures and Transparency..... | 90 |
| 4.2.4 | Category IV Reliability: Responsibilities of the Board..... | 91 |
| 4.3 | Analysis of Corporate Governance (CG) Practices..... | 91 |
| 4.3.1 | Category I: Rights and Equitable Treatment of Shareholders..... | 91 |
| 4.3.2 | Category II: Role of Stakeholders..... | 97 |
| 4.3.3 | Category III: Disclosures and Transparency..... | 103 |
| 4.3.4 | Category IV: Responsibilities of the Board..... | 109 |
| 4.4 | Corporate Governance Practices -Highlights..... | 117 |
| 4.5 | Conclusion..... | 121 |
| Chapter-5 Analysis of Data: Corporate Governance, Financial Performance and Social Performance..... | | 123 |
| 5.1 | Methodology..... | 123 |
| 5.2 | Results and Discussions..... | 125 |
| 5.2.1 | Analysis of Corporate Governance..... | 125 |
| 5.2.2 | Analysis of Financial Performance..... | 159 |
| 5.2.3 | Analysis of Social Performance..... | 186 |
| 5.3 | Conclusion..... | 191 |
| Chapter-6 Impact of Corporate Governance on Financial Performance and Social Performance of Companies..... | | 201 |
| 6.1 | Methodology..... | 201 |

| | | |
|--|---|------------|
| 6.2 | Results and Discussions..... | 205 |
| 6.2.1 | Correlation Analysis of Variables..... | 205 |
| 6.2.2 | Impact of Corporate Governance on Financial Performance | 208 |
| 6.2.3 | Impact of Firm Characteristics on Change in Financial Performance (CAGR Analysis)..... | 218 |
| 6.2.4 | Relationship of Social Performance with Financial Performance Variables | 227 |
| 6.3 | Analysis of Corporate Governance Variables..... | 232 |
| 6.3.1 | Descriptive Analysis of Corporate Governance Variables | 233 |
| 6.3.2 | Board Size and Firm Performance..... | 242 |
| 6.3.3 | Board Independence and Firm Performance..... | 244 |
| 6.3.4 | Gender Diversity and Firm Performance..... | 246 |
| 6.3.5 | CEO Duality and Firm Performance..... | 248 |
| 6.3.6 | Board Meetings and Firm Performance..... | 252 |
| 6.3.7 | Audit Committee and Firm Performance..... | 253 |
| 6.3.8 | Transparency of Financial Statements and Firm Performance | 255 |
| 6.3.9 | Regression Analysis of Impact of Corporate Governance Variables on Firm Performance..... | 263 |
| 6.4 | Conclusion | 265 |
| Chapter-7 Findings and Policy Implications..... | | 277 |
| 7.1 | Findings of the Study | 277 |
| 7.1.1 | Corporate Governance Practices of Indian Companies | 278 |
| 7.1.2 | Corporate Governance Score of Sample Companies..... | 280 |
| 7.1.3 | Impact of Corporate Governance on Financial Performance and Social Performance of Companies | 287 |
| 7.2 | Suggestions and Policy Implications | 301 |
| 7.2.1 | For Regulators and Companies..... | 301 |
| 7.2.2 | For Investors | 316 |
| 7.3 | Conclusion and Scope for Future Research | 321 |
| Bibliography | | |
| Journal Reference | | |
| Online Report References | | |
| List of Website | | |
| List of Books | | |
| Annexure | | |