**Summative Essay Questions**

Navigating Sustainability in Asia (Chapter 1-11)

**Section A: Foundations & Stakeholders**

**Q1**

Why is applying a single, global ESG framework often ineffective in Asia? Discuss with reference to stakeholder diversity, ownership structures, and regulatory capacity.

**Q2**

Explain why improvements in ESG disclosure alone are insufficient to address sustainability risks in many Asian markets.

**Q3**

How do informal institutions, relationships, and nonstate actors influence sustainability outcomes in Asia compared with Western markets?

**Section B: Communicating ESG to Capital Markets**

**Q4**

Why do investors in Asia often struggle to assess ESG risks using standard global metrics? What information gaps matter most?

**Q5**

How should Asian companies communicate ESG progress credibly to investors without overstating ambition or inviting greenwashing concerns?

**Q6**

Discuss how ESG considerations are increasingly shaping capital allocation decisions in Asia.

**Section C: China**

**Q7**

Analyse how China’s centralised policy direction shapes corporate sustainability behaviour, and explain why execution outcomes remain uneven.

**Q8**

How should multinational companies reconcile global ESG expectations with local regulatory realities when operating in China?

**Q9**

Is China more likely to drive global sustainability convergence or divergence over the next decade? Support your argument with examples.

**Section D: Japan**

**Q10**

Discuss how cross-shareholdings and corporate culture affect governance reform in Japan, despite improvements in disclosure and stewardship.

**Q11**

Why has investor engagement played a more influential role than regulation in advancing sustainability practices in Japan?

**Section E: South Korea**

**Q12**

Explain why chaebol structures create persistent governance and sustainability challenges in South Korea.

**Q13**

How can South Korea balance economic competitiveness with improved governance and social sustainability?

**Section F: India**

**Q14**

Why are ambitious sustainability commitments common in India, and what risks arise when execution capacity is weak?

**Q15**

Discuss the role of promoters in shaping sustainability outcomes in Indian companies.

**Q16**

How should investors distinguish between genuine sustainability leadership and greenwashing in India?

**Section G: Investors in Asia**

**Q17**

Why do governance risks such as dual-class shares and controlling shareholders pose particular challenges for investors in Asia?

**Q18**

Explain why active stewardship is often more effective than divestment for improving ESG outcomes in Asian markets.

**Q19**

How do legal enforcement gaps and cultural norms shape investor behaviour across different Asian markets?

**Section H: International & U.S. Executives**

**Q20**

What capabilities must international executives develop to successfully implement sustainability strategies in Asia?

**Q21**

Why do U.S. corporate executives face distinct geopolitical, regulatory, and cultural ESG challenges when operating in Asia?

**Q22**

How can U.S. companies adapt leadership styles and governance practices to build trust and resilience in Asian markets?

**Section I: Other Stakeholders & the Future**

**Q23**

Discuss how NGOs, media, and local communities are reshaping corporate sustainability behaviour in Asia.

**Q24**

Why are nonstate actors increasingly important to ESG enforcement in Asia?

**Q25**

How can companies turn stakeholder engagement from a compliance exercise into a strategic advantage?

**Section J: Capstone & Synthesis**

**Q26**

Why is sustainability progress in Asia best described as “uneven but accelerating”?

**Q27**

Which sustainability themes are likely to advance fastest in Asia, and which are likely to lag? Explain why.

**Q28**

Why does governance reform remain the decisive factor for long-term sustainability resilience in Asia?

**Q29**

How should boards and investors recalibrate sustainability expectations for Asia over the next decade?

**Q30**

Drawing on examples from at least three Asian markets, explain how stakeholder dynamics, governance structures, and regulation interact to shape sustainability outcomes.