**Chapter 8 — Discussion Questions**

**Sustainability in India**

**A. Core Discussion Questions (Conceptual & Applied)**

**Q1**

How does promoter dominance simultaneously enable long-term vision and create governance risk in Indian companies?

**Q2**

Why is cultural overcommitment both a strength and a sustainability risk in the Indian corporate context?

**Q3**

How do weak contract enforcement and reliance on relationships shape ESG risk management in India?

**Q4**

What are the key strengths and limitations of India’s BRSR framework from an investor perspective?

**Q5**

Why does regulatory ambition in India not always translate into consistent enforcement?

**Q6**

How should investors distinguish between entrepreneurial stretch and structural overpromising in India?

**Q7**

How do India’s dual economies (elite growth vs mass inclusion) complicate sustainability strategy design?

**Q8**

What sustainability-linked opportunities in India justify long-term investor engagement despite governance challenges?

**B. Perspective-Based / Role-Specific Discussion Prompts**

**For global investors**

How should due diligence and engagement differ in India compared with more rules-based markets?

**For Indian promoters and boards**

How can ambition be balanced with governance discipline to preserve credibility?

**For regulators**

How can ESG disclosure frameworks improve outcomes without overwhelming smaller firms?

**For multinational executives**

How should sustainability commitments be adapted when operating across India’s fragmented regions?

**Chapter 8 — Quiz Questions**

**Part A: Multiple-Choice Questions**

**Q1**

Which feature most strongly defines India’s corporate governance landscape?

A. Dispersed ownership  
B. State-dominated enterprises  
C. Promoter-driven control  
D. Employee-owned structures

**Q2**

Why can overcommitment become a sustainability risk in India?

A. It discourages innovation  
B. It increases execution and credibility risk  
C. It reduces access to capital  
D. It limits regulatory oversight

**Q3**

What is a core challenge in enforcing sustainability regulation in India?

A. Lack of formal rules  
B. Excessive litigation  
C. Fragmented institutions and uneven capacity  
D. Absence of investor demand

**Q4**

Which statement best describes India’s BRSR framework?

A. A voluntary, market-led disclosure initiative  
B. A narrow environmental reporting tool  
C. A symbolic framework with no investor relevance  
D. A comprehensive disclosure regime with uneven implementation

**Q5**

Which factor most complicates sustainability execution across India?

A. Language diversity  
B. Regional fragmentation and capacity gaps  
C. Limited entrepreneurial talent  
D. Lack of international capital

**Q6**

From an investor perspective, which signal most strongly supports ESG credibility in India?

A. Alignment between commitments, governance, and delivery capacity  
B. Use of global ESG buzzwords  
C. Size of sustainability reporting teams  
D. Speed of expansion and growth

**Part B: Short-Answer Questions**

**Q7**

Why is verification more important than disclosure when assessing sustainability commitments in India?

**Q8**

Identify two ways India’s informal governance mechanisms affect ESG outcomes.