

## **Sustainable Performance, Investment & Governance**

### **Course Information**

Course Duration: August – November 2025; 15 weeks

Credit Hours: 4 Credits

Meetings:

Location:

Prerequisites: Financial Statement Analysis/ Corporate Finance/ Principles of Management/  
Business Ethics/ Corporate Law/ Business & Environment

Equivalent Courses:

Exclusive Courses:

### **Instructor Information**

Instructor:

1. Rahul Pramani (Rahul.pramani@jgu.edu.in)

Biography: Refer to Homepage

Email:

1. Rahul Pramani (Rahul.pramani@jgu.edu.in)

Phone: ---- N.A. ----

Office:

1. Rahul Pramani (Office No. 3, South Block, FOB)

Office Hours:

1. Wednesday: 12:00 PM – 2:00 PM
2. Thursday: 12:00 PM – 2:00 PM

### **1. Course Description**

This comprehensive course delves into the intersection of corporate governance, sustainability, and performance through a structured, case-based learning approach. Students will explore how businesses integrate governance and sustainability principles to achieve long-term value creation and drive responsible investments. The course covers the full spectrum of corporate governance and sustainability, from understanding the essential role of good governance practices to measuring sustainable performance and managing risk.

## 2. Course Intended Learning Objectives(Aim)

Course Intended Learning Outcomes	Teaching and Learning Activities	Assessments/ Activities
Understand and critically evaluate the principles and structures of corporate governance, and their role in promoting transparency, accountability, and sustainable value creation.	<ul style="list-style-type: none"> <li>• Interactive lectures on governance fundamentals</li> <li>• Case study analysis of board structures and governance failures</li> <li>• Role-play simulations of board meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Individual reflection paper on a governance failure case</li> <li>• Group presentation analyzing governance structures in a real-world firm</li> <li>• Class participation during boardroom simulations</li> </ul>
Analyze the relationship between corporate governance and sustainability and assess how governance mechanisms support sustainable performance and investment decisions.	<ul style="list-style-type: none"> <li>• Thematic sessions on the SDGs, ESG metrics, and sustainability risks</li> <li>• Workshops on ESG reporting and materiality assessments</li> <li>• Guest lecture/Q&amp;A with sustainability practitioners or ESG analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Group report on ESG performance of a selected NSE 200 company using BRSR data</li> <li>• In-class case evaluation of a sustainability-linked investment decision</li> <li>• Short quizzes on ESG frameworks and sustainability KPIs</li> </ul>
Apply risk management frameworks to assess environmental and social risks and recommend strategies for resilience and long-term corporate sustainability.	Problem-based learning using real-world risk scenarios (climate, compliance, reputational)	<ul style="list-style-type: none"> <li>• Final written exam section covering governance-linked risk strategies</li> <li>• Peer-assessed presentations on risk case studies</li> </ul>

## 3. Scheme of Evaluation and Grading

**Evaluation breakup:** The course grade will be determined on the basis of:

Assessment Task	Weightage	Nature	Week of Assessment
A1: Class Participation	10	Individual	Week 1- 15
A2: Quizzes	30	Individual	Week 2 - 14

A3: Group Presentation & submission	30	Group, in-class presentation, report submission	Week 2 - 14
A4: End Term	30	Individual, closed book, in-class	End of semester

*All assignments submitted will be screened for plagiarism and would be penalized appropriately.*

## Grade Definition

The schema of the grade sheet may change. Students will be informed well in advance of any changes in the schema of the grade sheet.

Letter Grade	Percentage Of marks	Grade Value	Grade Definitions
O	80 and above	8	Outstanding: Exceptional knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and extraordinary critical and analytical ability.
A+	75-79	7.5	Excellent: Sound knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and critical and analytical ability.
A	70-74	7	Very Good: Sound knowledge of the subject matter, excellent organizational capacity, ability to synthesize ideas, rules and principles, critically analyse existing material and originality in thinking and presentation.
A-	65-69	6	Good: Good understanding of the subject matter, ability to identify issues and provide balanced solutions to problems and good critical and analytical skills.
B+	60-64	5	Fair: Average understanding of the subject matter, limited ability to identify issues and provide solutions to problems and reasonable critical and analytical skills.
B	55-59	4	Acceptable: Adequate knowledge of the subject matter to go to the next level of the study and reasonable critical and analytical skills.

Letter Grade	Percentage Of marks	Grade Value	Grade Definitions
B-	50-54	3	Marginal: Limited knowledge of the subject matter and irrelevant use of materials, and poor critical and analytical skills.
P1	45-49	2	Pass 1: Pass with Basic understanding of the subject matter.
P2	40-44	1	Pass 2: Pass with Rudimentary understanding of the subject matter. (Not applicable to Bachelor of Architecture)
F	Below 40	0	Fail: Poor comprehension of the subject matter; poor critical and analytical skills and marginal use of the relevant materials. Will require repeating the course.
P	Pass		'P' represents the option of choosing between Pass/Fail grading system over the CGPA grading system in the COVID 19 semester in Spring 2020. The option is provided when students attain a minimum of 40 percentage marks under the current grading structure in a given subject.
I	Incomplete		Extenuating circumstances preventing the student from completing coursework assessment, or taking the examination; or where the Assessment Panel at its discretion assigns this grade. If an "I" grade is assigned, the Assessment Panel will suggest a schedule for the completion of work, or a supplementary examination.

#### 4. Academic Integrity

Academic Honesty, Cheating, and Plagiarism.

Learning and knowledge production of any kind is a collaborative process. Collaboration demands an ethical responsibility to acknowledge who we have learnt from, what we have learned, and how reading and learning from others have helped us shape our own ideas. Even our own ideas demand an acknowledgement of the sources and processes through which those ideas have emerged. Thus, all ideas must be supported by citations. All ideas

borrowed from articles, books, journals, magazines, case laws, statutes, photographs, films, paintings, etc., in print or online, must be credited with the original source. If the source or inspiration of your idea is a friend, a casual chat, something that you overheard, or heard being discussed at a conference or in class, even they must be duly credited. If you paraphrase or directly quote from a web source in the examination, presentation or essays, the source must be acknowledged. The university has a framework to deal with cases of plagiarism. All form of plagiarism will be taken seriously by the University and prescribed sanctions will be imposed on those who commit plagiarism.

### **Disability Support and Accommodation Requirements:**

JGU endeavours to make all its courses accessible to students. All students with any known disability needing academic accommodation are required to register with the Disability Support Committee [dsc@jgu.edu.in](mailto:dsc@jgu.edu.in). The Committee has so far identified the following conditions that could possibly hinder student's overall well-being. These include physical and mobility related difficulties; visual impairment; hearing impairment; medical conditions; specific learning difficulties e.g., dyslexia; mental health. The Disability Support Committee maintains strict confidentiality of its discussions. Students should preferably register with the Committee during the month of June/January as disability accommodation requires early planning. DSC will approve of and coordinate all disability related services such as appointment of academic mentors, arranging infrastructural facilities, and course related requirements such as special lectures, tutorials, and examinations.

### **Safe Space Pledge:**

This course may discuss a range of issues and events that might result in distress for some students. Discussions in the course might also provoke strong emotional responses. To make sure that all students collectively benefit from the course, and do not feel disturbed due to either the content of the course or the conduct of the discussions. Therefore, it is incumbent upon all within the classroom to pledge to maintain respect towards our peers. This does not mean that you need to feel restrained about what you feel and what you

want to say. However, consent is key. Recording anyone – video or audio – without permission is entirely prohibited. This shall hold for both the student and the instructor.

### Participation/Attendance Policy

University attendance policy shall apply. Entry into class beyond 10 minutes of the beginning of the scheduled lecture time shall not be counted and the student will be marked Absent for the lecture.

### Use of phone/ texting/ laptop

Use of phone is strictly and completely prohibited. Laptops shall strictly be used only for taking notes.

## 5. Keyword Syllabus

## 6. Course Material

Textbook:

- Baker, H. K., Filbeck, G., & Nofsinger, J. R. (2022). *Principles for responsible investment: ESG and responsible institutional investing*. Oxford University Press.
- Solomon, J. (2021). *Corporate governance and accountability* (5th ed.). Wiley.

Reference Books:

- To be announced later

## 7. Session Plan \*

Session	General Topic	Readings / Themes	Approach / Pedagogy
Session 1	Introduction to Corporate Governance & Advent of Corporate Governance	What is a company? What is governance?	Class discussion, foundational concepts
Session 2	Importance of Corporate Governance: Board Structures, Committees & Responsibilities of Board Committees	Roles of governance in business success	Case discussion
Session 3	Governance in PSUs and non-PSUs: The Comparative Assessment Matrix	Duties, Board effectiveness	Role-play, class discussion
Session 4	Governance and Ethics: Influence on the Leadership	Audit, Nomination, Remuneration committees	Group analysis, case-based
Session 5	Governance and Ethics: Case Study	Case: IL&FS	Case study, critical

Session	General Topic	Readings / Themes	Approach / Pedagogy
			analysis
Session 6	Shareholder vs. Stakeholder View	UN SDGs, Tragedy of the Commons	Video analysis, simulation (Fishbank)
Session 7	Global Sustainability Challenges: Shareholder Capitalism vs Stakeholder Capitalism	Stakeholder vs. Shareholder view	Debates, class discussion
Session 8	Business-level Sustainability; The Tragedy of the Commons	Aligning business strategy with SDGs	Group project discussion
Session 9	Corporate Governance & SDGs: Introduction to Frameworks for Measuring Governance and SDGs	Responsible leadership	Meditation podcast, reflective exercise
Session 10	Case Study: Frito Lay, Darden Business Publishing, University of Virginia	Sustainability integration in a firm	Case discussion
Session 11	Environmental Factors in ESG (The "E")	Emissions, water use, waste, energy	Data-based discussion, graphs
Session 12	Social Factors in ESG (The "S")	DEI, labor standards, community	Role-play, group activity
Session 13	Governance Factors in ESG (The "G")	Ethics, compliance, transparency	Discussion, short cases
Session 14	Measuring Impact: ROI, SROI, S-ROI	NYU ROSI methodology	Problem solving
Session 15	Case Study: Natra Case Study: Measuring The Financial Return On Sustainability Investment, NYU STERN, Center for Sustainable Business	ESG Performance Analysis	Case presentation
Session 16	ESG Investing Overview Reading: The Sustainability Dividend: A Primer on Sustainability ROI, Harvard Law School Forum on Corporate Governance	Green bonds, impact investing	Discussion with practitioner (optional guest)
Session 17	ESG Evaluation & Reporting	GRI, SASB, BRSR, TCFD frameworks	Comparative analysis
Session 18	Materiality Assessment	Material ESG issues, sector focus	Workshop style
Session 19	ESG Metrics & Disclosures	Corporate ESG reports	Student-led presentation
Session 20	ESG Ratings & Market Perceptions	MSCI, Sustainalytics	Critical evaluation

<b>Session</b>	<b>General Topic</b>	<b>Readings / Themes</b>	<b>Approach / Pedagogy</b>
Session 21	Risk Management Frameworks	Risk strategy, risk register	Group exercise
Session 22	Identifying Sustainability Risks	Climate risk, social risk, reputation	Discussion
Session 23	Governance of Risk	Role of board & risk committee	Class discussion
Session 24	The Three Lines Model	Internal audit, compliance, management	Simulation
Session 25	Business Continuity Planning	Crisis management	Scenario-based exercise
Session 26	Integrated Governance & Sustainability	Bringing it all together	Roundtable discussion
Session 27	Student Case Work	ESG performance review of an Indian firm	Student presentations
Session 28	Student Case Work (Contd.)	Feedback from faculty & peers	Peer assessment
Session 29	Reflection & Future of Governance	Trends, tech, global frameworks	Class dialogue
Session 30	Course Wrap-up & Assessment	Summative assessment	Quiz / final submission

\*subject to change as per the requirement.