



Notice for the PhD Viva Voce Examination

Ms Radhika P, Registration Number: 2170060, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), Bangalore will defend her PhD thesis at the public viva-voce examination on Tuesday, 23 September 2025 at 11.00 am in the Seminar Hall, 1 Floor, Academic Block, Bannerghatta Road Campus, CHRIST (Deemed to be University), Bengaluru - 560076, Karnataka, India.

Title of the Thesis	: The Impact of Corporate Governance, Sustainability Disclosures and Stakeholder Engagement on Corporate Performance
Discipline	: Management
External Examiner - I	: Dr Jayanta Kumar Parida Professor (Retd) Department of Commerce Utkal University Bhubaneswar - 751004 Odisha
External Examiner - II	: Dr V Rajesh Kumar Professor ICFAI Foundation for Higher Education 231, Mysore Road, Kengeri Bengaluru - 560060 Karnataka
Supervisor	: Dr Jyothi Kumar Professor School of Business and Management Bangalore Bannerghatta Road Campus CHRIST (Deemed to be University) Bengaluru - 560076 Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva – voce examination.

Place: Bengaluru
Date: 12 September 2025


Registrar (Academics)

ABSTRACT

Corporate Governance is the structure governing the relationships with respect to the company and its stakeholder groups. With the introduction of the UN SDGs, companies have also become collaborators in achieving those goals by 2030. This led to the concept of corporate sustainability, which encompasses three dimensions, i.e., economy, environment, and society. Sustainability should be integrated into every aspect of corporate business and there is a need to focus on stakeholders. The stakeholders need to be engaged at every stage of development or, rather, in the business's day-to-day operations. This research brings to light the importance of corporate governance structure, sustainability disclosures and stakeholder engagement adopted by the Nifty-fifty companies listed on the NSE. The study adopts a purposive sampling technique. Annual reports, sustainability reports and CSR reports of the Nifty-fifty companies published from 2016-2022 were the sources for the secondary data. Data collected from the reports were initially tested for Stationarity using ADF root test. Then, it was run through statistical tools such as correlation and Panel ARDL model to analyse the relationships between corporate governance, sustainability disclosures, stakeholder engagement and corporate performance both in the long-run and short-run. The findings of this research showcase that the overall sustainability scores contribute to long-run corporate performance. Whereas, in the short run, they show no significant relationship. Regarding corporate governance, the study detected that Board diversity and Board meetings have negative impact on corporate performance in the short run and long run, whereas Board independence and CSR committee show a positive impact on corporate performance in the short run and long run. Lastly, pertaining to Stakeholder engagement, involving stakeholders in formulating the mission statement, linking with clients and communities, financial management, and supply management shows significant positive impacts on corporate performance, whereas involving them in the planning process, human resources management and linking with potential clients shows significant negative impacts. This study expands the academic literature related to corporate management and assists corporates in incorporating sustainability and stakeholder engagement in their day-to-day operations and bring out changes in the corporate governance practices that contribute to better performance.

Keywords: *Sustainability reporting, stakeholder engagement, corporate performance.*

Publications:

1. **Radhika, P., & Kumar, J. (2024).** Exploring the link between corporate sustainability and organizational performance in Indian public companies. In Proceedings of the 2024 International Conference on Intelligent Computing and Sustainable Innovations in Technology (IC-SIT 2024) (pp. 1–6). IEEE. <https://doi.org/10.1109/IC-SIT63503.2024.10862556>
2. **Radhika, P., & Kumar, J. (2025).** Sustainable development and catalysts for inclusive start-up growth in corporate management: Using machine learning. In M. S. Kannan & A. G. Venkatesh (Eds.), Navigating strategic partnerships for sustainable startup growth (Chapter 12). IGI Global. <https://doi.org/10.4018/979-8-3693-4066-0.ch012>
3. **Radhika, P., & Kumar, J. (2025).** Stakeholder engagement strategies and sustainable change: A study of Indian companies. In A. Sharma, M. George, P. Pandey, V. Joshi, & M. Sharma (Eds.), The synergistic effect of sustainable business practices on corporate performance (pp. 77–89). Springer Nature Singapore.