



An analytical study on corporate governance practices in India

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Abstract

Corporate governance is a broad term in business environment. One of the greatest systems for managing and guiding corporate organizations is corporate governance. In corporations, individuals just own the company; the boards of directors are responsible for managing and administering the company. They manage the company with consideration for stakeholders' and shareholders' interests. The social and economic objectives are coordinated by corporate governance. It entails encouraging adherence to the law and moral principles. An examination of the laws and policies governing the individuals in control of an incorporated business is known as corporate governance. It is they who consent to bear accountability to the stockholders. In the business world, no corporate body can endure for an extended period without corporate governance. These days, corporate governance is receiving a lot of attention from all organizations. Additionally, some firms create distinct pamphlets on corporate governance that provide all relevant parties with budgets for corporate governance along with a comprehensive explanation of all the rules, regulations, and procedures. Indian corporations are learning in this globalization-driven era that they must start implementing solid corporate governance procedures in order to achieve overall business value, which is not achievable in a short amount of time. Despite this, India consistently scores highly when it comes to corporate governance regulations. However, there is still a long way to go. The concept and tenets of corporate governance, as well as its significance from an Indian perspective, will be examined in this essay. Next, we'll talk about the different problems and difficulties associated with corporate governance.

Keywords: Corporate governance, corporate legal system, corporations, issues, challenges

Introduction

The systems, procedures, and interactions that regulate how organizations are managed and directed are known as corporate governance. It includes the guidelines and protocols for decision-making in business matters as well as the methods by which goals are established and followed by businesses in relation to the social, legal, and commercial spheres. Monitoring corporate policies, practices, and choices, as well as those of their agents and other stakeholders, is the essence of governance tools. The allocation of rights and obligations among various stakeholders, including the board of directors, managers, shareholders, creditors, auditors, regulators, and others, is determined by governance structures and principles. The four main pillars of corporate governance are accountability, openness, fairness, and responsibility (Prasad, Kesho, 2006) [15].

Numerous factors, including the legal and regulatory framework, the corporate environment in the nation, and the articles of association of each corporation, influence the corporate governance structure in country (Parthasarthy, 2007) [21]. The corporate governance structure in every nation differs from arrangements in other nations due to a few key features. Three corporate governance models for established capital markets have been recognized by researchers. These are the Japanese model, the German model, and the Anglo-US model. The components of each model are as follows: the share ownership pattern in the respective nation, the makeup of the board of directors, important figures in the business world, the legal structure, corporate acts that need shareholder approval, disclosure, etc (Robert *et al.*, 2005) [18]. The relationship that exists

between an organization's various stakeholders and how it defines its performance and direction is referred to as corporate governance. Any organization seeking to expand steadily and sustainably has always needed to comprehend the challenges and concerns and practice effective corporate governance in both text and spirit. The importance of this issue has increased considering the numerous corporate scandals that have recently surfaced in India and other countries due to the failure of such organizations to implement sound corporate governance practices (Narayanaswamy *et al.*, 2012) [13]. The primary players in corporate governance are the following organizations.

- The Chief Executive Officer, i.e. the top person in the organization & the top management of the organization
- The board of directors
- The shareholders

The other actors who influence governance in corporations or firms are the employees, suppliers, customers, creditors and the community i.e. all the stake holders for the organization. A corporation can be defined as an instrument or a body by means of which capital is acquired, used for investing in assets producing goods and services, and their distribution (Prasad, Kesho, 2006) [15].

Corporate Governance is set of mechanisms used to manage the relationship among stakeholders and to determine and control the strategic direction and performance of organizations. At its core, corporate governance is concerned with identifying ways to ensure that strategic decisions are made effectively (Hitt *et al.*, 2012) [11]. Fernando (2012) [7] gives the concept of what is Good Corporate Governance? He emphasizes that terms

‘Governance’ and ‘Good Governance’ are being increasingly used in development literature. Bad governance is being recognized now as one of the root causes of corrupt practices in our societies. He also emphasizes the company including its officers, including the board of directors and officials, especially the senior management, should strictly follow a code of conduct, which should have the obligation to society at large including the National interest, Political non-alignment, Legal compliances, Rule of law, Honest and Ethical Conduct, Corporate Citizenship, Social Concerns, Corporate Social Responsibility, Environment Friendliness, Healthy and Safe working environment, Healthy Competition, Trusteeship, Accountability, Effectiveness and efficiency, Timely responsiveness, and Corporations should uphold the fair name of the country (Siva Prasad Ravi, 2014; Monga, R.C. 2004) ^[12, 19].

Need for Good Corporate Governance

Good corporate governance can lead to improved share price performance. There is evidence that there is a great potential for good performance by companies, which have

got good corporate governance mechanisms, and the greatest benefit is in developing companies. Studies have indicated that investors are keener to invest in a better-governed company. Corporate Governance can be a very powerful tool for development especially in country like India (Siva Prasad Ravi, 2014) ^[19]. The following issues are important for good Corporate Governance.

- The rights and obligation of shareholders.
- Equitable treatment of all stakeholders.
- The role of all stakeholders is clearly defined and the linkage for corporate governance established.
- Transparency, disclosure of information and audit.
- The role of the board of directors is clearly defined.
- The role of non-executive members of the board is clearly defined.
- Executive management and compensation and performance are clearly defined.

The performance expectations of stakeholders as per Parthasarthy (2007) ^[21] are given below in table 1:

Table 1: Stakeholders and Performance Expectation

Stakeholder	Performance Expectations
Investor	Expects high dividend and capital appreciation in the organization.
Lender	Expects timely repayment of loan and interest
Supplier	Expects fair terms and timely payments
Employee	Expects good working environment, fair remuneration and security
Customer	Expects Quality product & services at fair price (value for money)
Government	Expects the company to partner in nation building by paying taxes or directly spending on social projects
Society	Expects the company to use resources judiciously so as to maintain ecological balance and sustainable development and also partner in nation building.

Source: Parthasarathy, 2007

The Progress of Various Codes of Governance which have Evolved in India on the Issues of Corporate Governance

As explained earlier in this paper, the topic of Corporate Governance is increasingly finding acceptance for its relevance and underlying importance in industry and capital markets. Progressive firms in India have voluntarily put in place systems of good corporate governance since a long

time ago. Internationally also, while this topic has been accepted for a long time, the financial crisis in emerging markets has led to renewed discussions and are focused on the issue of corporate governance (Tuteja, S.K. 2006) ^[22]. In view of the increasing realization of the importance of corporate governance, various reports have been prepared at different points of time in India to look at the issue of corporate governance in the organizations and are listed below:

Table 2: Codes of Governance

Report of the Committee on Corporate Governance in Listed Entities amendments to Clauses 35B and 49 of the Equity Listing Agreement	(SEBI, Aug 30, 2013)
Report of the committee on Company Law	(May 31, 2004, headed by Dr J.J. Irani)
Report of the committee on regulation of private companies and partnership	(Naresh Chandra Committee – II, July,2003)
The report of the SEBI Committee on Corporate Governance	(SEBI, Feb 8, 2003, headed by N.R. Narayana Murthy)
Report of the Committee (Naresh Chandra) on Corporate Audit and Governance	(SEBI, Dec 23, 2002)
Report of the Consultative group of Directors of Banks/Financial Institutions	(RBI, April 2002)
Report of the Advisory Group on Corporate Governance: Standing Committee on International Financial Standards and codes	(RBI, March 24, 2001)
Report of the task force on Corporate Excellence through Governance	(Dept. of Company affairs, Nov. 20, 2000)
Report of the Committee (Kumar Mangalam Birla) on Corporate Governance	(SEBI, May 7, 1999)
Desirable Corporate Governance: A Code	(Confederation of Indian Industry (CII), April 1998)

Principles of Corporate Governance

Recognition to each Shareholder: The interests of majority shareholders and the CEO on the board are typically given greater weight than those of small owners in an organization since they have less of an impact on the

stock price (Suresh Thakur Desai, 2000) ^[20]. However, companies must respect each shareholder's rights and ensure that they can participate, according to the corporate governance principle.

Duties toward other Stakeholders: It is imperative for all organizations to recognize their legal, social, and market-driven responsibilities towards non-shareholder stakeholders, such as suppliers, customers, employees, and debtors. Furthermore, upholding these duties is essential to sound company governance.

Effective role of the Board: The board must have the right number of members and degrees of independence. The ability to evaluate and question managerial performance is also necessary. Every board member needs to have the same goals for the company's development and be in agreement with them.

Ethical Behavior: Every organization should develop such a code of conduct for their directors, executives and other members that promote ethical and responsible decision making.

Transparency: To ensure a certain amount of responsibility for stakeholders, organizations ought to make clear what the board's and management's roles and obligations are. The necessary parties should promptly have access to all pertinent information about the organization (Reddy, 2009) [17].

Review of Literature

Prasad (2014) discussed in the study that there is still a lot of room for improvement in Indian corporate governance. India expanded its economy in the 1980s and is currently working hard to draw in foreign direct investment. However, the shortcomings and inadequacies of corporate governance practices in India have been made clear by the high-profile company failures that appear to be occurring on a regular basis over the previous three decades, the most recent of which being Satyam Computers. Inadequate corporate governance has the potential to deter both foreign and domestic investors and hinder the nation's economic progress. Being well aware of this, the Indian government is working to enhance corporate governance by establishing an efficient legal and regulatory framework.

In his paper, Bhalla (2012) has tried to find out the perception of different level of executives about corporate governance in India. Different Private and Public companies of India are compared and tried to examine if there is any relation between the performance of the companies and satisfaction of the investors in lieu of good governance practices in India.

Tuteja (2006) [22] has examined how the Board is structured as a crucial matter of corporate governance. He has examined the data of 100 Indian businesses to analyze the current corporate management system. According to his research, there has been a noticeable change in favor of whole-time directors and chief executive officers managing under the direction of the board of directors. After the liberalization, an increasing number of Indian businesses, regardless of their capital or year of incorporation, are choosing to use this system because, first, most businesses today fall into the category of companies required by law to have a chief executive officer if their paid-up capital exceeds Rs. 5 crores. Liberalization in India seems to have an influence over the appointment of executive or whole-time directors. Company boards, however, are still dominated by non-executive directors, especially due to the

new rules relating to audit committees, and also due to requirements of appointment of independent directors by companies.

Dwivedi and Jain (2005) have also looked into corporate governance parameters including board size, director's shareholders, and institutional and foreign shareholding. They have looked at 340 large, listed Indian firms from the period of 1997-2001 across industry groups.

Desai (2000) has talked about "A beginning of Corporate Governance, the Companies (Second Amendment) Bill 1999 looks the issue of corporate governance in general in India at that point of time, the importance of company secretaries to ensure compliance by small companies, the Directors responsibilities in a Board of a company, the role of SEBI in the jurisdiction and control over companies, the guidelines on the companies to have minimum capital and Amendments concerning the auditors.

Rujitha (2012) studied Regulatory issues in Corporate Governance and found that the loopholes in the provisions must be removed. Companies should not be left to escape by taking advantage of the limitations of clause 49 of the listing agreement. The function of the audit committee has been expanded to include oversight of risk management control systems to create an environment for adherence to the practices of good corporate governance.

Aggarwal (2013) examined the impact of corporate governance on financial performance of firm in an Indian context through different statistical tests and inferred that governance rating of company has a significant positive impact on its financial performance.

Unadkat (2017) [23] found that India has witnessed several enactments which have contributed significantly in strengthening governance norms and in increasing accountability by way of disclosures. Interestingly, these changes have been inspired by the Anglo-Saxon or Anglo-US model of corporate governance. But for achieving desired results in India, it is vital that regulatory measures to be adopted based on the practices and business environment in India.

Objectives and Methodology

- To understand the concept of corporate governance.
- To Study the importance of good corporate governance.
- To Study the Issues and challenges on the way to good corporate governance.

The present paper is descriptive in nature. The study has been carried out based on the collection of the relevant secondary data which was collected from the various sources such as published reports, books, articles published in different journals and newspapers, periodicals, conference paper, working paper of different organizations or individuals and blogs of websites etc.

Why Corporate Governance Is Important

Changing ownership and business structure: In recent years, the ownership structure of companies has changed a lot. Now Public financial institutions, mutual funds, etc. are the single largest shareholders in most of the large companies. They have effective control on the management of the companies. They force the management to become more efficient, transparent, accountable, etc. They also ask the management to make consumer-friendly policies, to protect all social groups and to protect the environment. That is how the changing ownership structure has resulted in

corporate governance. The scale of business activities has grown manifold. For obtain the economies of growth many takeovers and mergers take place in the business world (Kulkani, R., & Maniam, B. 2014)^[9].

Increased importance of corporate social responsibility:

In the current scenario corporate social responsibility is given a lot of importance. As businesses gain everything from society so society also has some expectations from businesses. And responsibility for fulfilling this expectation by corporate is called corporate social responsibility. Social responsibility requires the board to protect the rights of every related party i.e. customers, employees, shareholders, suppliers, local communities, etc. For fulfilling all these liabilities, they need corporate governance (Unadkat, & Bagdi 2017)^[23].

Increased corrupt practices in business: In recent years, many scams, frauds and corrupt practices have come into light. Misuse and misappropriation of public funds are happening in the stock market, banks, financial institutions, companies and government offices at large scale. For the purpose to avoid these financial irregularities, many companies have started corporate governance.

Inactivity of Shareholders: shareholders only attend the Annual general meeting of their companies. They are generally inactive in the management. Shareholders associations are also not strong. Directors generally make the profit of this situation and misuse their power. So, there is a imperative need for corporate governance to protect all the stakeholders of the company.

Globalized Era: As now Indian economy had become globalized, most big companies are selling their goods in the global market. For maintaining and growing they must attract foreign investor and foreign customers and they also have to follow foreign rules and regulations. All this requires corporate governance. Without Corporate governance, it is impossible to enter, survive in the global market (Aggarwal. P., 2017)^[1].

Legal Bindings: Practice of corporate governance is also required by the law. In India SEBI and Indian companies Act define the scope and process of corporate governance. SEBI has made corporate governance compulsory for certain companies. This is done to protect the interest of the investors and other stakeholders (McRitchie. J., 2015)^[9].

Issues And Challenges In Corporate Governance

Selection Procedure and term of Board: In India, the majority of businesses still merely follow the law on paper; board appointments are still made by 'word of mouth' or recommendations from other board members. It is customary for friends and relatives of management and promoters to be appointed to boards. No firm wishes to select board members for life because doing so can lead to a number of issues, such as power struggles and set beliefs. Furthermore, if the board is too small, members won't be able to make long-term judgments with all of their efficiency because they will eventually be replaced or relieved of their responsibilities. Therefore, the board's term needs to be decided upon carefully (Reddy, Y.R.K. 2009)^[17].

Performance Evaluation of Directors: A 'Guidance Note on Board Evaluation' was published in January 2017 by SEBI, the capital markets regulator for India. which address every important facet of board assessment, such as the evaluation's purpose and methodology, feedback to the individuals being assessed, an action plan based on the process' findings, stakeholder disclosure, the frequency and responsibility of board evaluations, and more. However, in order to meet the intended goals of the performance evaluation, the evaluation's findings must be made public, and this could get the company into serious legal problems.

Missing Independence of Directors: Independent directors' appointment was supposed to be the biggest corporate governance reform by Kumar Mangalam committee on corporate governance in 1999. However, independent directors have hardly been able to make the desired impact. Till now the appointment of directors in most of companies is made at the discretion of promoters, so it is still questionable. For providing the true success it is necessary to limit the promoter's powers in matters relating to independent directors (Neeraj *et al*, 2005)^[14].

Removal of Independent Directors: Under law, an independent director can be easily removed by promoters or majority shareholders. When an independent director doesn't take the side with promoter's decisions, they are removed from their position by promoters. So to save their post directors have to work for the interest of promoters. To resolve this issue SEBI's International Advisory Board has proposed an increase in transparency for the appointment and removal of directors.

Liability toward Stakeholders: Indian company act 2013 mandates that directors owe duties not only towards the company and shareholders but also towards the other stakeholders and for the protection of environment. But generally, the board tries to limit and escape from these kinds of accountability. For this it may be a good idea to require the entire board to be present at general meetings to give stakeholders an opportunity to pose questions to the board.

Founder/Promoter's extensive Role: In India, instead of separate entity of businesses, promoters or founders continuously influence the business decisions Family-owned Indian companies suffer an inherent inhibition to let go of control. They affect the decisions by influencing the board and management. This is done because they had the significant portion of company's share. So, to remove this issue it will be a good idea to amplify the shareholder base and reduce the shareholding of founders (Tuteja, S.K. 2006)^[22].

Transparency and Data Protection: Corporate governance is based on the principle of transparency, but it cannot be defined what information is to be disclosed or not. In today's cutthroat environment of competition, it can be very dangerous if wrong information be disclosed. In digitalization Privacy and data protection is a central governance issue. For this the board must be capable of handling data and to ensure the protection of such data from potential misuse. And by looking at the importance of data

and the potential cost if data be misused, we can say that organization must invest a reasonable amount of resources to protect the data.

Business Structure and Internal Conflicts: Business structures also put hindrance on the way to good governance as they require many layers of management, executives and other officers. This makes it very difficult for the company leaders to receive accurate, important data from the lower levels and to command orders to lower level of the company as the data may be distorted at any point of chain. Board of executives can make much good decisions and policies. But if the internal relationship in the organization say between board and managers is not good then the implementation of decisions and policies also get affected. Rebellious managers can sabotage corporate decisions and policies at many levels of the business.

Environment of Mistrust: In recent years, many scams, frauds, misappropriation of public money and corrupt practices have taken place and because of the doubtful practices of key executives and board members, confidence of investors and society has diminished. It is happening in the stock market, banks, financial institutions, companies and government offices. This has made the business environment distrustful (Tuteja, S.K. 2006) [22].

Problems in Corporate Governance in Private Organizations: The problem of Corporate Governance has arisen due to the rising need to separate ownership and management control and the increasing demand to make the organization more visible, accountable not only to founders, but also to every shareholder, groups and the community at large. The legal responsibility for the overall management and the control of the organization rests with the Board. Good Governance is the responsibility of the Board. Globalization has increased the interest in governance issues.

The Conflict between Promoters and Management: Since many businesses are family-owned enterprises, the majority owners, known as Promoters, still have an excessive amount of control over corporate decisions. Occasionally, this leads to a confrontation between the management, who oversees the day-to-day operations of the organization, and the marketers. The forced resignation of Infosys CEO and the recent departure of Tata Sons as chairman of the Tata group are two examples of how disputes between management and promoters have weakened our corporate governance standards. The conflict has also exposed the founders' and promoters' shortcomings in terms of succession planning, many of which result in intrinsic obstacles to assuming management of their businesses (Siva Prasad Ravi, 2014) [19].

Role of Independent Directors: The role of Independent Directors is to enhance the accountability of the Board towards shareholders. Top employees are paid in some cases excessive remuneration, where they allow promoters to have an important say as quid pro quo. Then again, many small companies fail to offer competitive remuneration to attract talented professionals. Sometimes, excessive remuneration of top employees can turn into a state of contention among

advertisers and the executives, on account of Infosys decisions if they find it against the interest of all stakeholders (Bhattacharya, C.B., Daniel Korschun and Sankar Sen, 2011) [3].

Family-Owned Business Voting Majority: A business is considered family-owned if most votes are controlled by one family; in India, various families control about 75% of the large corporations. It also includes the founder, who has always intended to pass on his business to his heirs. For pariahs, keeping up with the actual business elements of specific organizations becomes increasingly challenging. For these kinds of businesses, appropriate governance requires effective monitoring and control systems. Family-owned businesses have made it difficult to properly implement corporate governance standards because the majority of stakeholders manage the company with a genuine concern for the interests of the family and the business; in addition, minority investors' interests have never been maintained on par with those of the family (Jaya Bhalla, 2012) [8].

Conflict between Dominant Shareholders and Minority Shareholders: The primary obstacle to the effective implementation of corporate governance in India is the discord between majority and minority shareholders. Conflict has been seen, particularly between the management and the owner, in the United States and the United Kingdom. The majority and minority shareholding relationships are essentially contractual in nature, and each shareholder is eligible to receive offers of benefits related to their ownership position as well as advantages from the company about his holdings.

Misleading Financial Statements: Presenting factually accurate information on a meticulous spending plan rundown in a way that deceives financial backers is one way to handle the situation. One such way is to sell property from a parent company to an auxiliary in order to increase the parent company's revenue, as in the case of the Harshad Mehta scam. Other strategies include offering special deals to advertisers at reduced costs, as well as companies that effectively disappear with the money of investors (Tuteja, S.K. 2006; Bhattacharya, C.B., Daniel Korschun and Sankar Sen, 2011) [3, 22].

Suggestions For The Corporate Governance

Although changes in company law; corporate accounting; disclosure norms; setting YP of audit committees; responsibilities and powers of the board of directors etc. have been recommended for improving corporate governance in India yet some more efforts are required in this direction.

Awarding of Contracts: While public sector companies have to go in GOR an open tender system, the level of discretion available with senior managers in the private sector too needs re-examination. However increasing market competition will also help in automatically weeding out the inefficient companies. A greater role of the board of directors is required in examination of contracts entered on a random basis. The role of cost audit in detecting these can be highlighted.

Use of Company Resources: a large issue in corporate governance is the use of company resources and funds for personnel use. There are few companies where personal and company usage of resources is separate and the same may not be true in other organizations.

Presence shareholders in Annual General Meeting: for implementing good governance requirements, the shareholders must participate in meetings.

Improving Corporate Reputation: Rao and Ruckert¹ observed that reputation serve as credible signals because firms that fail to fulfill the expectations created by their reputation may expect to receive negative monetary consequences as consumer punish dishonest behavior.

Formation of Additional Board Committees: the Kumar Mangalam Birla committee on corporate governance as its mandatory recommendations has stated that companies should set up audit and investor grievance committees.

Introduce the Cumulative Voting System: one of the effective ways to improve corporate governance is to introduce the option of cumulative voting for the election of board members so that minority shareholders have a chance of being represented on the board. Cumulative voting allows minority shareholders to cast all their votes on one single candidate.

Training for Directors: another important area that requires attention is the lack of training and the limited understanding that directors have of corporate governance issues. Training must be made compulsory for directors of Indian companies.

Whistle Blower Policy: in order to improve corporate governance, the whistle blower policy should be encouraged. Generally, the first person to be aware of a wrongdoing in a company would invariably be some of that company.

Suggested measures for financial institutions

- Financial institutions must ensure that companies in which they have sizeable stake, either in terms of equity or loans remain independent and not dominated by directors.
- Financial institutions should nominate professionally qualified persons preferably company secretaries as their representatives on the companies' boards who can act independently and oppose the incumbent management, if necessary.
- The nominated members of the board of directors should be made accountable for any corporate mis-governance.
- Institutional investors should see themselves as owners and not just investors of companies.
- Institutional investors should make positive use if their voting rights.

Suggestion for Professional Bodies

with respect to the professional bodies given measures have been suggested:

Audit Firm Rotation: under the company act 1956, shareholders formally appoint auditors and audit should be

carried out in their interests. It is suggested that audit firms many be changed periodically.

Separate Body for Regulating Corporate Governance:

The duties and principles of corporate governance are currently handled by several statutory and self-regulatory agencies in India. As statutory entities, the Department of Company Affairs is responsible for overseeing the administration of company law, and the Securities and Exchange Board of India is carrying out its regulatory role in the capital market. The industry associations, which function as self-regulatory entities, serve as tools for protecting investors.

Change in Company Act: In India it is felt that there is needed to strengthen the companies act as it did no have enough provisions to initiate desired levels of action against erring managements.

Conclusion

The significance of sound corporate governance to a business or organization was examined in this essay. Organizations may have some short-term challenges when implementing sound corporate governance, but in the long run, these challenges will be beneficial and encourage investors to behave more like owners than like traders. We also talked about problems and obstacles with Indian corporate governance, the majority of which exist only as a result of directors' influence. The promoters pick the directors, and then they sway those decisions in order to forward their own agendas. One way to address these problems is to regulate the number, qualifications, and process of independent directors. In order for directors to make impartial decisions, promoters and founders of corporations need also have their roles regulated. Additionally, the credit rating agencies must evaluate the corporate governance policies of various companies. Competition for the finest governance practices will result from this. After reading this article, we can draw the conclusion that, despite India's good ranking in terms of corporate governance regulations, the developing world still has a long way to go in terms of corporate governance.

This paper addresses some of the issues and concerns faced by Indian companies on the issues of Corporate Governance. All of the advances pertaining to corporate governance have taken place after 1991 because of the creation of a thriving business sector following liberalization. Some sizable private companies, like TCS, are making progress in this field. Regular government action, such as the implementation of Clause 49 and the Company Act 2013 (which superseded the Company Act 1956), is also helping the public and private sectors improve corporate governance standards. In summary, the goal of corporate governance is to maximize the value of the organization's numerous stakeholders while also striving for the highest standards of procedures and policies that the corporate world follows to ensure openness in its operations. Any firm that wants to succeed and remain competitive over the long term must grasp and implement corporate governance in its entirety.

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