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**CORPORATE ETHICS FOR TURBULENT
MARKETS**

CORPORATE ETHICS FOR TURBULENT MARKETS: EXECUTIVE RESPONSE TO MARKET CHALLENGES

BY

FR. OSWALD A. J. MASCARENHAS, S. J.

XLRI: Xavier School of Management, India



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INVESTOR IN PEOPLE

*This book is dedicated to my younger sister **Rita** who departed to the Kingdom of God on September 4, 2017, but who still continues to be the ethical, moral, and spiritual empowerment of my life.*

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About the Author



Fr. Oswald A. J. Mascarenhas, S. J. a Jesuit Priest, obtained LPh in Philosophy (1962) and LTh in Theology (1967), MA in Philosophy (University of Darwad, India) (1967), MA in Mathematical Economics (University of Detroit, 1971), MBA & PhD (Wharton School of Business, 1974, 1976). He served as Professor of Marketing and Director of Public Systems Research at XLRI (1977–1983), as Charles H. Kellstadt Professor of Marketing and Ethics at the University of Detroit Mercy, Detroit, Michigan (1983–2010), Chairman: MBA Programs, St. Aloysius College (Autonomous), Mangalore (2010–2013), and since December 2013, he holds the prestigious JRD Tata Chair Professorship in Business Ethics at XLRI, Jamshedpur. He has published seven professional books and over 75 articles in domestic and international journals. Fr. Mascarenhas was honored with the Best Teacher Award (1992) and Distinguished Faculty Scholar Award (2008) at the University of Detroit Mercy, Michigan, USA. He also conducts Management Development Programs (MDPs) at XLRI in fields related to corporate ethics, as also in-company programs in Corporate Ethical Leadership and Moral Responsibility, LEMS (Legality, Ethicality, Morality, and Spirituality) and applications of LEMS to corporate decisions and strategies, and this in relation to Bank of Baroda, Mahanadi Coalfields, Indian Oil, NHPC, Sipradi Trading Pvt. Ltd., Kathmandu, Tata Steel, Tata Power SED, to name a few. He also teaches PhD courses in Research Methodology at XLRI and currently directs PhD research of three Doctoral Students of XLRI.

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This book represents my latest research and thinking in the critical domain of corporate ethics and morals for governance and business transformation management. This work has taken several years from conception to execution. The plan and contents of this book have been presented and discussed while conducting several graduate courses in Corporate Ethics or Managerial Ethics at various Schools of Business Administration such as XLRI, India (1977–1983), University of Detroit Mercy, Detroit, Michigan, (1983–2010), St. Aloysius (Autonomous) College, Beeri Campus, Mangalore (2010–2013), and XLRI: Xavier School of Management, Jamshedpur (2013–). I am grateful for the incisive comments of these students and colleagues.

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This book is dedicated to my younger sister Rita who departed to the Kingdom of God on September 4, 2017, but who still continues to be the ethical, moral and spiritual empowerment of my life.