

When a company looks too good to be true, it usually is.

The Rise and Fall of Enron

BY C. WILLIAM THOMAS

If you're like most, you've been astonished, disillusioned and angered as you learned of the meteoric rise and fall of Enron Corp. Remember the company's television commercial of not so long ago, ending with the reverberating phrase, "Ask why, why, why?" That question is now on everyone's

lips. The Enron case is a dream for academics who conduct research and teach. For those currently or formerly involved with the company, such as creditors, auditors, the SEC and accounting regulators, it's a nightmare that will continue for a long time.

Formal investigations of Enron are now under way, headed by the company's board, the SEC, the Justice Department and Congress. The exact causes and details of the disaster may not be known for months. The purpose of this article is to summarize preliminary observations about the collapse, as well as changes in financial reporting, auditing and corporate governance that are being proposed in response by Big Five accounting firms, the AICPA and the SEC.

IN A WAY IT'S SIMPLE, IN A WAY IT'S NOT

On the surface, the motives and attitudes behind decisions and events leading to Enron's eventual downfall appear simple enough: individual and collective greed born in an atmosphere of market euphoria and corporate arrogance. Hardly anyone—the company, its employees, analysts or individual investors—wanted to believe the company was too good to be true. So, for a while, hardly anyone did. Many kept on buying the stock, the corporate mantra and the dream. In the meantime, the company made many high-risk deals, some of which were outside the company's typical asset risk control process. Many went sour in the early months of 2001 as Enron's stock price and debt rating imploded because of loss of investor and creditor trust. Methods the company used to disclose (or creatively



obscure) its complicated financial dealings were erroneous and, in the view of some, downright deceptive. The company's lack of transparency in reporting its financial affairs, followed by financial restatements disclosing billions of dollars of omitted liabilities and losses, contributed to its demise. The whole affair happened under the watchful eye of Arthur Andersen LLP, which kept a whole floor of auditors assigned at Enron year-round.

THE BEGINNING PRESAGES THE END

In 1985, after federal deregulation of natural gas pipelines, Enron was born from the merger of Houston Natural Gas and InterNorth, a Nebraska pipeline company. In the process of the merger,

Enron incurred massive debt and, as the result of deregulation, no longer had exclusive rights to its pipelines. In order to survive, the company had to come up with a new and innovative business strategy to generate profits and cash flow. Kenneth Lay, CEO, hired McKinsey & Co. to assist in developing Enron's business strategy. It assigned a young consultant named Jeffrey Skilling to the engagement. Skilling, who had a background in banking and asset and liability management, proposed a revolutionary solution to Enron's credit, cash and profit woes in the gas pipeline business: create a "gas bank" in which Enron would buy gas from a network of suppliers and sell it to a network of consumers, contractually guaranteeing both the supply and the price, charging fees for the transactions and assuming the associated risks. Thanks to the young consultant, the company created both a new product and a new paradigm for the industry—the energy derivative.

(continued on page 42)

Enron The Rise And Fall

Loren Fox



Enron The Rise And Fall:

Enron Loren Fox, 2004-01-30 I d say you were a carnival barker except that wouldn t be fair to carnival barkers A carnies will at least tell you up front that he s running a shell game You Mr Lay were running what purported to be the seventh largest corporation in America Senator Peter Fitzgerald R IL to Enron CEO Kenneth Lay Senate Commerce Science Transportation s Subcommittee Hearing on Enron 2 12 02 The speed of Enron s rise and fall is truly astonishing and perhaps the single most important story of corporate failure in the twenty first century In *Enron* investigative journalist Loren Fox promises readers nothing short of the most compelling and insightful investigation into Enron s meteoric ascent regarded by Wall Street and the media as the epitome of innovation and its spectacular fall from grace In a lively and authoritative manner Fox discusses how the biggest corporate bankruptcy in American business history happened why for so long no one except for an enlightened few saw it coming and what its impact will be on financial markets the U S economy U S energy policy and the public for years to come With access to many company insiders Fox s intriguing account of this corporate debacle also provides an overview of the corporate culture and business model that led to Enron s high flying success and disastrous failure The story of Enron is one that will reverberate in global financial and energy markets as well as in criminal and civil courts for years to come Rife with all the elements of a classic thriller scandal dishonest accounting personal greed questionable campaign contributions suicide *Enron* captures the essence of a company that went too far too fast

Innovation Corrupted Malcolm S. Salter, 2008 In contrast to the time line narratives of previous books on Enron that offer interesting but largely unsystematic insight into individual actions and organizational processes *Innovation Corrupted* pursues a more methodical analysis of the causes and lessons of Enron s collapse **Krumme Touren** Wolfgang Reinhard, 2007 Wir leben in einer L gengesellschaft Weil die Welt immer undurchschaubarer wird und der Gesellschaft gemeinsame Werte abhanden gekommen sind gibt es auch keine verbindlichen Kommunikationsstandards mehr Wir wissen nicht mehr was Wahrheit sein soll Aber nicht alles ist L ge was sich in zwischenmenschlicher Kommunikation mehrdeutig oder zweifelhaft ausnimmt Dem anthropologischen Blick erweist sich L ge vielmehr nur als ein nach wie vor sittlich verwerflicher Sonderfall der vielf ltigen Wege und Umwege von Kommunikation der mehr oder weniger krummen Touren die Mensch und Gesellschaft einschlagen Eine F lle kritischer Einzelbefunde aus Geschichte Historischer Anthropologie Ethnologie Soziologie Altertumswissenschaft Indologie Theologie Psychologie Recht konomie und Linguistik analysieren die Bandbreite des Ph nomens *Inside Arthur Andersen* Susan Elaine Squires, Susan Squires, 2003 The authors bring their unique insights to a close range observation of Andersen s culture that has continued for more than 15 years They first review Andersen s unique history and role its traditionally careful attention to enculturing new employees via mentoring social networking rewards and punishments and its social structure characterized by personal familial relationships Next they narrate two decades of change at Andersen showing how the firm s tightly integrated cultural system gradually began to

devolve rapidly coming apart in the wake of the 1990s new economy revolution The book concludes with an insightful discussion of the systemic cultural and business factors that placed Andersen and many other organizations at risk along with a realistic assessment of the proposed reforms Bilanzskandale Volker H. Peemöller, Stefan Hofmann, 2005 Handbook of Information Technology in Organizations and Electronic Markets Angel Salazar, Steve Sawyer, 2007 The rapid growth in the adoption and diffusion of information technologies has important implications for practitioners academics and policy makers The widespread use of information technologies is challenging traditional business models and reshaping socio economic paradigms as well as promoting new social relations jobs and working structures By synthesizing prior research and providing a strong foundation for future research the aim of this book is to contribute to our practical and conceptual understanding of the technological behavioral organizational social and economic issues and their inter relationship in organizations and electronic markets The book covers five broad aspects technological innovations and trends organizational change and knowledge management strategic transformation and social and economic transformation Contributions include works by scholars from recognized international communities of academics practitioners and policy makers **The Mind of the Market** Michael Shermer, 2007-12-26 Bestselling author Michael Shermer explains how evolution shaped the modern economy and why people are so irrational about money How did we make the leap from ancient hunter gatherers to modern consumers and traders Why do people get so emotional and irrational about bottom line financial and business decisions Is the capitalist marketplace a sort of Darwinian organism evolved through natural selection as the fittest way to satisfy our needs In this eye opening exploration author and psychologist Michael Shermer uncovers the evolutionary roots of our economic behavior Drawing on the new field of neuroeconomics Shermer investigates what brain scans reveal about bargaining snap purchases and establishing trust in business He scrutinizes experiments in behavioral economics to understand why people hang on to losing stocks why negotiations disintegrate into tit for tat disputes and why money does not make us happy He brings together astonishing findings from psychology biology and other sciences to describe how our tribal ancestry makes us suckers for brands why researchers believe cooperation unleashes biochemicals similar to those released during sex why free trade promises to build alliances between nations and how even capuchin monkeys get indignant if they don't get a fair reward for their work *Understanding Business Ethics* Peter Stanwick, Sarah Stanwick, 2013-02-20 Packed with real world examples and cases this new edition of *Understanding Business Ethics* prepares students for the ethical dilemmas they may face in their chosen careers by providing broad comprehensive coverage of business ethics from a global perspective The book's 26 cases profile a variety of industries countries and ethical issues including online privacy music piracy Ponzi schemes fraud product recall insider trading and dangerous working conditions such as four cases that emphasize the positive aspects of business ethics In addition to unique chapters on information technology the developing world and the environment the authors present AACSB recommended topics such as the

responsibility of business in society ethical decision making ethical leadership and corporate governance Taking a managerial approach the second edition of this best seller is designed to provide a clear understanding of the contemporary issues surrounding business ethics through the exploration of engaging and provocative case studies that are relevant and meaningful to students lives With an emphasis on applied hands on analysis of the cases presented this textbook will instill in students the belief that business ethics really do matter

Analysis of Enron's Unethical Entrepreneurial Practices Leading to its Collapse Caroline Mutuku, 2018-05-30 Seminar paper from the year 2018 in the subject Business economics Business Ethics Corporate Ethics grade 1 language English abstract Before 2000 Enron was famous in the business world It was known as an innovative company a technological powerhouse and a major corporation with no fear It was founded in 1985 as a natural gas pipeline company The company emerged as a pioneer in the deregulated energy market rapidly and within fifteen years the enterprise had built various businesses in international energy asset construction and energy trading From 1990 to 1998 Enron's stocks appreciated by three hundred and eleven percent however the value of the stocks began to increase rapidly such that by the end of 2000 Enron stocks were priced at eighty three dollars with a market capitalization in excess of sixty billion dollars The company was rated in the Fortune magazine surveys of the most admired companies as the most innovative company It however surprised many people with its spectacular fall within a year and its image damaged forever Its stocks price plummeted almost to zero

The Encyclopedia of the Industrial Revolution in World History Kenneth E. Hendrickson III, 2014-11-25 As editor Kenneth E Hendrickson III notes in his introduction Since the end of the nineteenth century industrialization has become a global phenomenon After the relative completion of the advanced industrial economies of the West after 1945 patterns of rapid economic change invaded societies beyond western Europe North America the Commonwealth and Japan In The Encyclopedia of the Industrial Revolution in World History contributors survey the Industrial Revolution as a world historical phenomenon rather than through the traditional lens of a development largely restricted to Western society The Encyclopedia of the Industrial Revolution in World History is a three volume work of over 1 000 entries on the rise and spread of the Industrial Revolution across the world Entries comprise accessible but scholarly explorations of topics from the aerospace industry to zaibatsu Contributor articles not only address topics of technology and technical innovation but emphasize the individual human and social experience of industrialization Entries include generous selections of biographical figures and human communities with articles on entrepreneurs working men and women families and organizations They also cover legal developments disasters and the environmental impact of the Industrial Revolution Each entry also includes cross references and a brief list of suggested readings to alert readers to more detailed information The Encyclopedia of the Industrial Revolution in World History includes over 300 illustrations as well as artfully selected extended quotations from key primary sources from Thomas Malthus Essay on the Principal of Population to Arthur Young's look at Birmingham England in 1791 This work is the perfect reference work for anyone conducting research

in the areas of technology business economics and history on a world historical scale The Power Brokers Jeremiah D. Lambert, 2016-10-07 How the interplay between government regulation and the private sector has shaped the electric industry from its nineteenth century origins to twenty first century market restructuring For more than a century the interplay between private investor owned electric utilities and government regulators has shaped the electric power industry in the United States Provision of an essential service to largely dependent consumers invited government oversight and ever more sophisticated market intervention The industry has sought to manage co opt and profit from government regulation In The Power Brokers Jeremiah Lambert maps this complex interaction from the late nineteenth century to the present day Lambert s narrative focuses on seven important industry players Samuel Insull the principal industry architect and prime mover David Lilienthal chairman of the Tennessee Valley Authority TVA who waged a desperate battle for market share Don Hodel who presided over the Bonneville Power Administration BPA in its failed attempt to launch a multi plant nuclear power program Paul Joskow the MIT economics professor who foresaw a restructured and competitive electric power industry Enron s Ken Lay master of political influence and market rigging Amory Lovins a pioneer proponent of sustainable power and Jim Rogers head of Duke Energy a giant coal fired utility threatened by decarbonization Lambert tells how Insull built an empire in a regulatory vacuum and how the government entered the electricity marketplace by making cheap hydropower available through the TVA He describes the failed overreach of the BPA the rise of competitive electricity markets Enron s market manipulation Lovins s radical vision of a decentralized industry powered by renewables and Rogers s remarkable effort to influence cap and trade legislation Lambert shows how the power industry has sought to use regulatory change to preserve or secure market dominance and how rogue players have gamed imperfectly restructured electricity markets Integrating regulation and competition in this industry has proven a difficult experiment Leadership in Organizations John Storey, 2004 Includes contributions from some of the most distinctive leaders in the field this volume outlines agendas for leadership and development offering readers innovative ideas about what constitutes leadership **A Reader's Book of Days: True Tales from the Lives and Works of Writers for Every Day of the Year** Tom Nissley, 2013-11-04 A witty and addictively readable day by day literary companion At once a love letter to literature and a charming guide to the books most worth reading A Reader s Book of Days features bite size accounts of events in the lives of great authors for every day of the year Here is Marcel Proust starting *In Search of Lost Time* and Virginia Woolf scribbling in the margin of her own writing Is it nonsense or is it brilliance Fictional events that take place within beloved books are also included the birth of Harry Potter s enemy Draco Malfoy the blood soaked prom in Stephen King s *Carrie* A Reader s Book of Days is filled with memorable and surprising tales from the lives and works of Martin Amis Jane Austen James Baldwin Roberto Bolano the Bront sisters Junot Diaz Philip K Dick Charles Dickens Joan Didion F Scott Fitzgerald John Keats Hilary Mantel Haruki Murakami Flannery O Connor Orhan Pamuk George Plimpton Marilynne Robinson W G Sebald Dr Seuss Zadie Smith Susan Sontag Hunter S

Thompson Leo Tolstoy David Foster Wallace and many more The book also notes the days on which famous authors were born and died it includes lists of recommended reading for every month of the year as well as snippets from book reviews as they appeared across literary history and throughout there are wry illustrations by acclaimed artist Joanna Neborsky Brimming with nearly 2 000 stories A Reader s Book of Days will have readers of every stripe reaching for their favorite books and discovering new ones

Risk Management D. Chorafas,2003-12-12 The author outlines the reasons why management risk must be examined within the perspective of each company s business challenges He suggests there is a synergy between shareholder value and business ethics He also underlines the importance of honesty the risks associated with short sighted management and over centralisation the benefits of innovative strategies and senior management s accountability for reliable financial reporting The text is based on an extensive research project done by the author between 2000 and 2002 in the US the UK France Italy and Switzerland

International Corporate Governance Thomas Clarke,2007-07-31 Comprehensive and up to date this important textbook analyzes the escalating crisis in corporate governance and the growing interest in its reform across the globe Written by a leading name in the field of corporate governance from a genuinely international perspective this excellent textbook provides a balanced analysis of the relative strengths and weaknesses of the Anglo Saxon European and Asian traditions of corporate governance offering a prognosis of the future development complexity and diversity of corporate governance forms and systems It investigates the reasons for the failure of Enron WorldCom Tyco Parmalat and other major international corporations examines the role of international standards of corporate governance with the intervention of the OECD World Bank and IMF explores the continuing cultural diversity in corporate and institutional forms in the United States and UK Europe and Asia Pacific Illustrated with a wealth of up to the minute case studies and packed full of excellent illustrative material that guides student readers through this complex subject International Corporate Governance is a must read for anyone studying corporate governance today

American Dreams, American Nightmares Daniel Horowitz,2022-11-22 Two decades punctuated by the financial crisis of the Great Recession and the public health crisis of COVID 19 have powerfully reshaped housing in America By integrating social economic intellectual and cultural histories this illuminating work shows how powerful forces have both reflected and catalyzed shifts in the way Americans conceptualize what a house is for in an era that has laid bare the larger structures and inequities of the economy Daniel Horowitz casts an expansive net over a wide range of materials and sources He shows how journalists and anthropologists have explored the impact of global economic forces on housing while filmmakers have depicted the home as a theater where danger lurks as elites gamble with the fates of the less fortunate Real estate workshops and popular TV networks like HGTV teach home buyers how to flip or flop while online platforms like Airbnb make it possible to play house in someone else s home And as the COVID pandemic took hold many who had never imagined living out every moment at home found themselves cocooned there thanks to corporations like Amazon Zoom and Netflix

Frackopoly Wenonah Hauter, 2014-10-14 The definitive story on how big oil and gas corporations captured our political system and the growing grassroots movement to retake our democracy Mark Ruffalo Over the past decade a new and controversial energy extraction method known as hydraulic fracturing commonly referred to as fracking has rocketed to the forefront of US energy production With fracking millions of gallons of water dangerous chemicals and sand are injected under high pressure deep into the earth fracturing hard rock to release oil and gas Wenonah Hauter one of the nation's leading public interest advocates argues that the rush to fracking is dangerous to the environment and treacherous to human health Frackopoly describes how the fracking industry began the technologies that make it possible and the destruction and poisoning of clean water sources with the release of harmful radiation from deep inside shale deposits creating what the author calls sacrifice zones across the American landscape The book also examines the powerful interests that have supported fracking including leading environmental groups and offers a thorough debunking of its supposed economic benefits With a wealth of new data Frackopoly is an essential and riveting read for anyone interested in protecting the environment and ensuring a healthy and sustainable future for all Americans A passionate history and critique of the energy industry from Standard Oil to Enron A journalistic exposé of fracking outrages in which aggressive entrepreneurs in pursuit of profits wreak havoc on the land and poison the water Kirkus Reviews A truly powerful manifesto about one of the greatest environmental fights on our planet today from one of its greatest champions Bill McKibben environmentalist and author of *Oil and Honey*

The Monstrous Organization T. Thanem, 2011 This book marks a major shift in the way we think and feel about organizations Radically reconsidering what we see as organizationally normal and abnormal Thanem shatters the borders of convention to enable the becoming of a new and monstrously radical politics of difference With reflexivity sensitivity and courage this politically and theoretically charged work offers an affirmative alternative to habituated organizational violence and oppression It does so in the form of a monstrous ethics of organizations Essential reading for those interested in the best of the latest advances in organization studies Carl Rhodes Swansea University UK A beautifully expressed wonderfully crafted object transcending the idea of organization theory book this is a playfully serious and provocatively modest encounter with the monstrous we inhabit and the monsters we create with our work and everyday life It made me laugh with embarrassment and cry with joy by prying open much that we organizational scholars often try to hide Finally our monstrosity was free to roam in the light of what we claim as knowledge It felt very liberating Marta B Cal s University of Massachusetts US Invited to experience becoming monster as we get to exercise our norms as students of organizations Thanem makes a case for the socio corporeal ontology of organization Disassembled by the generosity of the multitude we are provided with an opportunity to learn to know our own particular heterogeneity our styles of assembling ourselves to what we have become Becoming is thereby learnt Important lessons both for analysts and practitioners of organizations Daniel Hjorth Copenhagen Business School Denmark Drawing on contemporary debates in organization theory

this book explores the monsters that populate organizations what organizations do to these monsters and how this challenges us to re construct organization theory Torkild Thanem first interrogates how organizations and organization theory seek to kill monsters and how organizations exploit the monstrous for commercial purposes from the alien monsters of the sci fi entertainment industry to the monstrous branding of energy drinks and the organic synthetic chimeras produced by biotech and agribusiness companies He then argues for more diverse more joyful and more responsible organizations through a positively monstrous theory politics and ethics of organizational life Proposing a theory and ontology of organizations beyond poststructuralist constructionism and critical realism *The Monstrous Organization* creatively addresses the history and theory of monsters in organizational life It will appeal to scholars doctoral students and master s students in management and organization studies business ethics diversity management cultural studies gender studies and sociology

Effects of Subtitle B of S. 1766 to the Public Utility Holding Company Act United States. Congress. Senate. Committee on Energy and Natural Resources,2002 *American Business Regulation* William Lesser,2015-03-26 While there are lengthy texts discussing the economics of why and how governments regulate business and apply antitrust this book is unique in providing the details of current business regulation in many industries through lengthy examples the author develops with the use of cases including Harvard Business School cases Students are then guided to devise business strategies of introducing new products within the scope of regulation known or unknown While the economic theories of regulation are covered the focus of this text is a hands on coping with regulation and using regulation as a business strategy to deal with competitors Online instructor s materials are also available for adopters

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