

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

Irving Horowitz



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 carnival 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. **Power Failure** Mimi Swartz, Sherron Watkins, 2003 By 2000 the Enron Corporation was a colossus. Over 16 years it had transformed itself from a stodgy Texas pipeline company into the world's biggest energy trader with annual revenues of 100 billion. From its glittering skyscraper in Houston Enron hustled deals in the world's energy from natural gas to wind power from Third World refineries to Britain's Essex Water. Its share price increased by 1700 per cent its aggressively usual staff prided themselves on their ruthless competitiveness lavishes and obligatory Porsche Boxster. Even Enron's skewed E logo seemed to veer in a jaunty angle from conventional business reality. A year later at the end of 2001 Enron imploded. Thousands of staff were laid off their pensions invested in its stocks worthless the banks were exposed for hundreds of millions of dollars and suddenly President Bush's closer friendship with Enron's founder looked unwise. It has been an ongoing new story ever since. Now drawing closely on the testimony of Sherron Watkins he vice president first to blow the whistle on its dubious accounting. **Enron: The Rise and Fall of a Corporate Giant** Terrance Williams, 2024-12-02 Uncover the dramatic rise and fall of Enron once a beacon of innovation in Enron. Ambition and Deception. This book takes you through the company's bold ventures and catastrophic collapse exposing the greed and ethical failures that led to its downfall. Meet the whistleblowers who revealed the truth and

learn the lessons that reshaped corporate governance A gripping narrative of ambition gone awry this is a must read for understanding the essential balance of ethics in business **Innovation Corrupted** Malcolm S. Salter,2003 This paper presents a brief historical overview of Enron s rise and fall and summarizes what is currently known about 1 the evolution of Enron s business model 2 those organizational processes relied upon by senior Enron officials to drive and monitor the business 3 emergent behavior related to the structuring management and valuation of major partnerships and 4 oversight provided by Enron s management and board of directors It concludes by posing the question of how Enron s story as a new post deregulation corporate model could have escaped critical analysis by the financial community the business press and other observers for so long As such this paper is an exercise in description not interpretation Since many of the facts about Enron s rise and fall have yet to be determined and agreed upon this description must be considered tentative and incomplete Nevertheless the broad contours of the Enron story presented in this paper provide a sufficient basis for developing initial hypotheses about what might have caused Enron s swift collapse and what business and public policies might best protect shareholders employees and other relevant parties in the future from the kinds of injuries experienced in Enron s swift decline into bankruptcy *Understanding Business Ethics* Peter A. Stanwick,Sarah D. Stanwick,2024-05-30 *Understanding Business Ethics* delves into the pivotal world of business ethics illuminating the complexities of ethical behavior in the global business landscape The updated Fourth Edition intricately weaves together global perspective real world business cases and a recurrent theme preparing students and professionals for ethical decision making situations in their respective careers **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 From1990 to1998 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 Smartest Guys in the Room** Bethany McLean,Peter Elkind,2003 The inside story of one of history s greatest business scandals in which top executives of America s seventh largest company walked away with over one billion dollars while investors and employees lost everything **Culture and Civilization** Irving Horowitz,2018-02-06 Intellectual activity in the twentieth century took place largely under the banner of science and society

As the new millennium develops it is becoming evident that science and society are not words that represent an unmitigated good nor for that matter do they exhaust what is new in the human condition Past writing on the theme of culture has emphasized the growth and expansion of human capabilities Recent use of the term civilization has placed great emphasis on the fall from grace of human beings The use of both terms is rapidly changing Culture and Civilization develops critical ideas intended to produce a positive intellectual climate one that is prepared to confront threats and alert us to the opportunities of the twenty first century It recognizes that the twenty first century presents people in all fields and of all faiths with shared challenges Culture and Civilization embraces the work of novelists journalists cultural figures technologists physical sciences historians and policy personnel who range beyond social science areas What they have in common is a view that civilization is under assault and that it represents a cause worth advancing and defending This publication does not embrace idiosyncratic visions of the clash of world civilizations or the end of Western civilization It does attempt to bring together immediate issues of the century that are substantially new and challenging We see that the essential polarity between democracy and autocracy has now taken on larger deeper dimensions in a different political economic and ecological terrain the central issue of our day is now civilization versus barbarism The character of democratic culture is central to the global equation and the systemic challenge This publication is a sober response to such a challenge

Theatrical Performance and the Forensic Turn James Frieze, 2019-04-09 Contemporary theatre like so much of contemporary life is obsessed with the ways in which information is detected packaged and circulated Running through forms as diverse as neo naturalistic playwrighting intimately immersive theatre verbatim drama intermedial performance and musical theatre a common thread can be observed theatre makers have moved away from assertions of what is true and focussed on questions about how truth is framed Commentators in various disciplines including education fine art journalism medicine cultural studies and law have identified a forensic turn in culture The crucial role played by theatrical and performative techniques in fuelling this forensic turn has frequently been mentioned but never examined in detail Political and poetic Theatrical Performance and the Forensic Turn is the first account of the relationship between theatrical and forensic aesthetics Exploring a rich variety of works that interrogate and resist the forensic turn this is a must read not only for scholars of theatre and performance but also of culture across the arts sciences and social sciences

Simply Electrifying Craig R. Roach, 2017-07-25 Selected for J P Morgan's 2018 Holiday Reading List Imagine your life without the internet Without phones Without television Without sprawling cities Without the freedom to continue working and playing after the sun goes down Electricity is at the core of all modern life It has transformed our society more than any other technology Yet no book offers a comprehensive history about this technological marvel Until now Simply Electrifying The Technology that Transformed the World from Benjamin Franklin to Elon Musk brings to life the 250 year history of electricity through the stories of the men and women who used it to transform our world Benjamin Franklin James Watt Michael Faraday Samuel F B Morse Thomas Edison Samuel Insull Albert

Einstein Rachel Carson Elon Musk and more In the process it reveals for the first time the complete thrilling and often dangerous story of electricity s historic discovery development and worldwide application Electricity plays a fundamental role not only in our everyday lives but in history s most pivotal events from global climate change and the push for wind and solar generated electricity to Japan s nuclear accident at Fukushima and Iran s pursuit of nuclear weapons Written by electricity expert and four decade veteran of the industry Craig R Roach Simply Electrifying marshals in fascinating narrative detail the full range of factors that shaped the electricity business over time science technology law politics government regulation economics business strategy and culture before looking forward toward the exhilarating prospects for electricity generation and use that will shape our future 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 *The Big Ripoff* Timothy P. Carney,2011-01-13 Praise for THE BIG RIPOFF Politicians like to say that government is on the side of the little guy But with impressive documentation and persuasive examples Tim Carney shows how government power and regulation are typically used to assist the powerful Paul A Gigot Editorial Page Editor the Wall Street Journal Exposes the dirty little secret of American politics how big businesses work with statist politicians to diminish the prosperity and freedom of consumers taxpayers and entrepreneurs Carney employs top notch writing ability passion for liberty and understanding of economics to demolish the myth that big business is a foe of big government Everyone who seeks to understand who really benefits from big government should read this book as should anyone who still believes that the interventionist state benefits the average person Congressman Ron Paul U S House of Representatives 14th District of Texas Small entrepreneurial businesses are the backbone success of our great economy They are the biggest job and wealth creators Is that why big corpocratic behemoth firms collude with big government for a liberal agenda of higher taxes and overregulation that will punish the small risk takers Tim Carney s new book describes how anti business big business can be Lawrence Kudlow Host of CNBC s Kudlow Company Tim Carney explodes the myth that big business and big government are natural opponents All

too often as he points out they're both engaged in a common enterprise picking your pocket Ramesh Ponnuru Senior Editor National Review A romping tour de force of the love affair between big business and big government from Teddy Roosevelt and the Robber Barons to Enron and the Kyoto Treaty Indispensable for understanding how government regulation really works Donald Devine Grewcock Professor of Political Science Bellevue University Every CEO in America should read this book today issue new directives to their bureaucrat appeasing Washington lobbyist tomorrow and join in the fight for economic liberalization Fred L. Smith Jr Founder and President Competitive Enterprise Institute *High Potential* Ian MacRae, Adrian Furnham, Martin Reed, 2018-02-22 In today's competitive job market can employers afford to spend large sums on recruitment and then simply let talented people go High Potential provides a practical framework for managers to create a strong strategic vision for a high performing high potential workforce Updated to reflect more recent research in the area the book presents an accessible guide to clearly understanding and defining potential and how to manage high potential employees and develop their career New case studies show how businesses have used the concepts outlined in the book to nurture future talent in the workplace and gain a real competitive business advantage

Business Ethics and Continental Philosophy Mollie Painter-Morland, René ten Bos, 2011-10-06 Business ethics has largely been written from the perspective of analytical philosophy with very little attention paid to the work of continental philosophers Yet although very few of these philosophers directly discuss business ethics it is clear that their ideas have interesting applications in this field This innovative textbook shows how the work of continental philosophers Deleuze and Guattari Foucault Levinas Bauman Derrida Levinas Nietzsche Žižek Jonas Sartre Heidegger Latour Nancy and Sloterdijk can provide fresh insights into a number of different issues in business ethics Topics covered include agency stakeholder theory organizational culture organizational justice moral decision making leadership whistle blowing corporate social responsibility globalization and sustainability The book includes a number of features designed to aid comprehension including a detailed glossary of key terms text boxes explaining key concepts and a wide range of examples from the world of business

Liar's Paradise Graham Edmonds, 2015-03-01 We are living in an age where we are constantly bombarded with lies fakery and spin This is especially true of the work place Liars Paradise exposes the techniques used by liars and corporate cheats

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

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

It's Legal but It Ain't Right Nikos Passas, Neva R. Goodwin, 2010-02-22 It s Legal but It Ain t Right chronicles the abuse of power and privilege by businesses that defy the strictures of law and limits of regulation Contributors stretch the conceptual boundaries of corporate deviance across a wide range of industries at a time when standards of corporate social responsibility and good corporate citizenship are in flux William S Laufer Professor The Wharton School of Business This delightful and serious book involves a matter I have long felt of first importance That is our tendency to make social truth and acceptance conform to personal or larger corporate interests On this I have written but gladly yield to this persuasive parallel No one concerned with literate informed and relevant as distinct from self serving truth should miss It s Legal but It Ain t Right John Kenneth

Galbraith This absorbing and well written book of essays on the harmful consequences of legal industries skillfully illuminates the ways in which some corporate harms fail to be transformed into criminal law making and enforcement and offers cogent suggestions for better regulation in the public interest Dr Michael Levi Professor of Criminology Cardiff University Many U S corporations and the goods they produce negatively impact our society without breaking any laws We are all too familiar with the tobacco industry s effect on public health and health care costs for smokers and nonsmokers as well as the role of profit in the pharmaceutical industry s research priorities It s Legal but It Ain t Right tackles these issues plus the ethical ambiguities of legalized gambling the firearms trade the fast food industry the pesticide industry private security companies and more Aiming to identify industries and goods that undermine our societal values and to hold them accountable for their actions this collection makes a valuable contribution to the ongoing discussion of ethics in our time This accessible exploration of corporate legitimacy and crime will be important reading for advocates journalists students and anyone interested in the dichotomy between law and legitimacy

The Corporation in the Twenty-First Century John Kay, 2025-01-07 A radical reappraisal of the nature and activities of business what it is for and how it works A characteristically acerbic analysis of the archetypal organisational unit of capitalism Andrew Hill Financial Times Best Books of 2024 Business Shortlisted for the 2024 Financial Times and Schroders Business Book of the Year Award In the world of Adam Smith and Karl Marx capitalists built and controlled mills and factories That relationship between capital and labor continued in the automobile assembly lines and petrochemical plants of the twentieth century But no longer products and production have dematerialized The goods and services provided by the leading companies of the twenty first century appear on your screen fit in your pocket or occupy your head Ownership of the means of production is a redundant concept Workers are the means of production increasingly they take the plant home Capital is a service bought from a specialist supplier with little influence over customer businesses The professional managers who run modern corporations do not exert authority because they are wealthy they are wealthy because they exert authority John Kay s incisive overhaul of our ideas about business redefines our understanding of successful commercial activity and the corporation and describes how we have come to love the product as we hate the producer This is a brilliant and original work from one of the greatest economists

Enron The Rise And Fall: Bestsellers in 2023 The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous captivating novels captivating the hearts of readers worldwide. Lets delve into the realm of top-selling books, exploring the fascinating narratives that have enthralled audiences this year. The Must-Read : Colleen Hoovers "It Ends with Us" This heartfelt tale of love, loss, and resilience has gripped readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can triumph. Enron The Rise And Fall : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Enron The Rise And Fall : Delia Owens "Where the Crawdads Sing" This mesmerizing coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of compelling stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and gripping novel that will keep you guessing until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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