

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

# The Rise and Fall of Enron

BY C. WILLIAM THOMAS

**I**f 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

**Craig R. Roach**



## **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

**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

**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

**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 playwriting 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

*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

*The Cinema of Globalization* Tom Zaniello, 2018-07-05 Tom Zaniello s fascinating new guide to films about globalization its origins its relationship with colonialism neocolonialism the growth of migratory labor and movements to counter or protest its adverse effects offers readers and viewers the opportunity to both discover new films and see well known works in a new way From Afro Digital to Zoolander Zaniello discusses 201 films including features such as *The Constant Gardener* *Dirty Pretty Things* and *Syriana* documentaries and other nonfiction films such as *Blue Vinyl* *Darwin s Nightmare* and *Wal Mart The High Cost of Low Price* online films and television productions Zaniello casts a wide net to provide cinematic representations of globalization from all angles films about global labor and labor unions affected by globalization films about global capital and multinational corporations films about the transnational organizations WB IMF WTO most closely identified with globalization and global capital films about labor history and the daily life of working class people as they relate to the development of globalization films about the environment directly related to changes in labor or capital and films about changes in both the workplace and the corporate office in the era of multinational corporations Each entry in *The Cinema of Globalization* offers a summary of the main issues in the film and their relationship to globalization sometimes a reference to the film s place in a director s work or tradition of cinema and an often opinionated assessment of the film s strengths and weaknesses Like the best film guides this book is an addictive reading experience full of ideas for future viewing At the same time it serves as an inviting and accessible introduction to a difficult topic the central themes and aspects of globalization To read Tom Zaniello s blog on the cinema of labor and globalization featuring even more reviews visit <http://tzaniello.wordpress.com>

*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

**Global Soundtracks** Mark Slobin,2008-09-29 The first volume focusing on film music as a worldwide phenomenon

**Weaving Lives: The Essence of Human Connection** Naresh Chandra Nayak,2024-09-12 Many senior citizens are not well versed in using computers and handling online tasks such as logging in using OTPs and managing passwords Consequently many beneficiaries struggle to utilize the CGHS Central Government Health Scheme websites as they prefer reading printed books over online content CGHS AT A GLANCE aims to assist these beneficiaries by explaining how CGHS functions detailing its rules and regulations and addressing potential challenges they might face while availing CGHS services By understanding the rules and regulations of CGHS beneficiaries can significantly reduce the difficulties they encounter

**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

**How Not to Become Rich ?** H. Neymar, This book is not for you In How Not to Become Rich delves into the often overlooked pitfalls of financial success This insightful guide provides a comprehensive examination of the mistakes and challenges that can lead to the loss of wealth Through real life case studies psychological insights and practical advice this book reveals why so many people who achieve financial prosperity end up losing it and offers strategies to avoid these common traps

**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

**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

**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 Honor Codes** Ethan

Evans, AI, 2025-02-20 In today's competitive landscape Business Honor Codes explores the pivotal role of honor based principles in shaping corporate culture and driving sustainable success The book challenges the notion that ethical compromises are necessary for financial gain positing that companies committed to integrity and mutual respect foster greater employee loyalty and stronger stakeholder relationships Examining the evolution of business ethics from ancient philosophies to modern theories the book reveals how societal values have continually shaped corporate conduct The book takes a practical approach guiding readers through designing implementing and enforcing effective honor codes within organizations Through case studies it analyzes specific policies training programs and leadership practices that contribute to an honor based culture illustrating both successes and failures Furthermore it evaluates the tangible benefits of these codes such as increased productivity reduced employee turnover and enhanced brand reputation The book is structured to provide a comprehensive understanding of business ethics starting with core concepts moving through practical implementation and concluding with actionable strategies It connects multiple disciplines including organizational behavior leadership studies and economics to provide a holistic view of ethical business management Ultimately Business Honor Codes provides a roadmap for cultivating a culture of honor and integrity offering valuable insights for business leaders managers and students alike emphasizing ethical conduct and corporate social responsibility

*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

**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



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