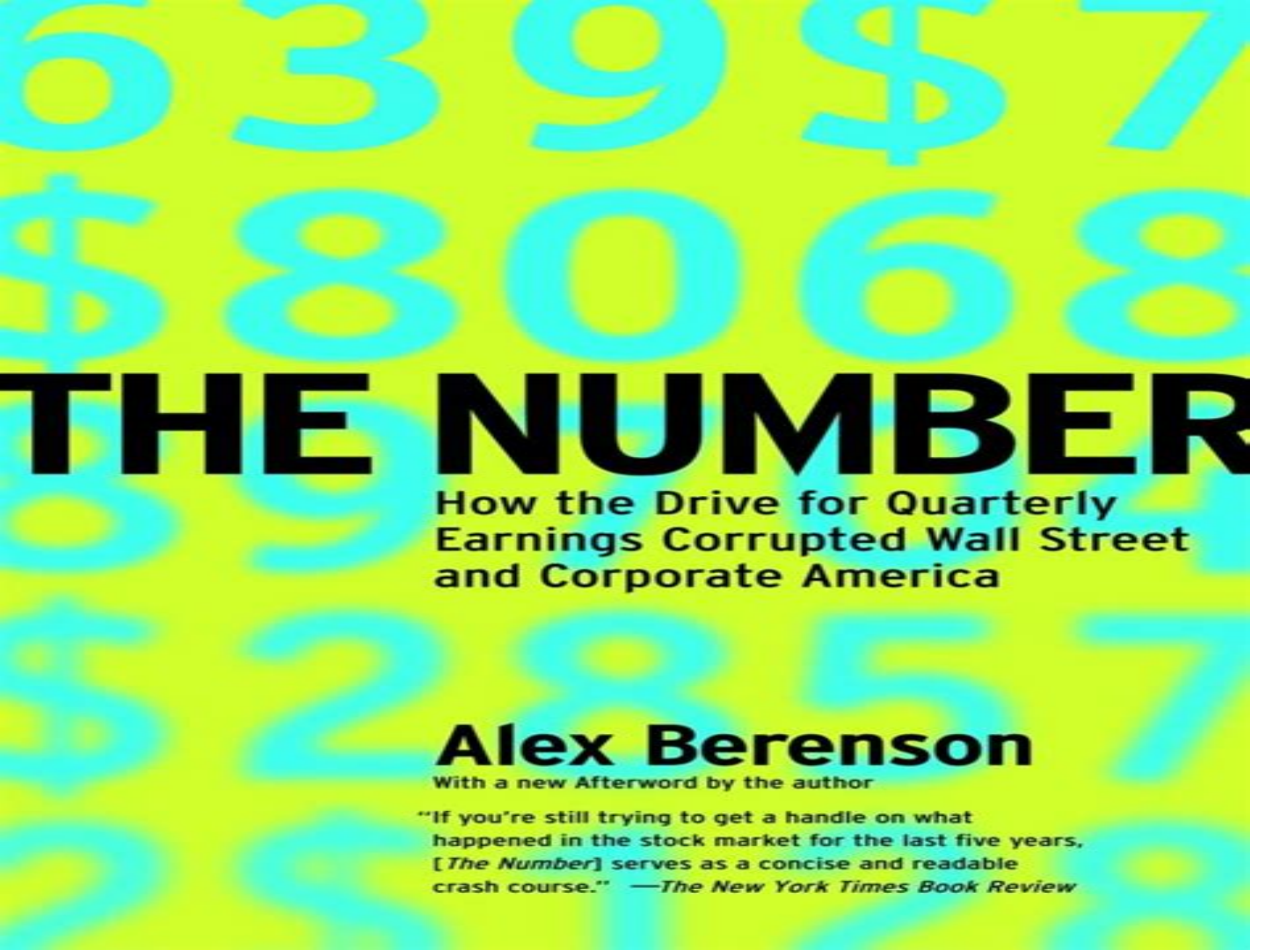




THE NUMBER

How the Drive for Quarterly
Earnings Corrupted Wall Street
and Corporate America

Alex Berenson

With a new Afterword by the author

"If you're still trying to get a handle on what happened in the stock market for the last five years, [*The Number*] serves as a concise and readable crash course." —*The New York Times Book Review*

Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America

Alex Berenson



Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America:

The Number Alex Berenson, 2003-03-04 In this commanding big picture analysis of what went wrong in corporate America Alex Berenson a top financial investigative reporter for The New York Times examines the common thread connecting Enron Worldcom Halliburton Computer Associates Tyco and other recent corporate scandals the cult of the number Every three months 14 000 publicly traded companies report sales and profits to their shareholders Nothing is more important in these quarterly announcements than earnings per share the lodestar that investors and these days that s most of us use to judge the health of corporate America earnings per share is the number for which all other numbers are sacrificed It is the distilled truth of a company s health Too bad it s often a lie The Number provides a comprehensive overview of how Wall Street and corporate America lost their way during the great bull market that began in 1982 With fresh insight wit and a broad historical perspective Berenson puts the accounting fraud of the past three years in context describing how decades of lax standards and shady practices contributed to our current economic troubles As the bull market turned into a bubble Wall Street became utterly focused on the number companies quarterly earnings Along the way the market lost track of what companies are really supposed to do build profitable businesses with sustainable futures With their pay soaring and increasingly tied to their companies shares executives were more than happy to give Wall Street the predictable earnings reports it wanted what ever the reality of their businesses Accountants analysts money managers and individual investors played along while the Securities and Exchange Commission found itself overwhelmed and underequipped to cope with the earnings game The Number offers a unified vision of how today s accounting scandals reflect a broader system failure As long as investors remain too focused on the number companies will find ways to manipulate it Alex Berenson gives anyone who has ever invested in or worked for a public company the tools necessary to see beyond the cult of the number understand accounting and its limits and recognize patterns that can lead to fraud After two decades of stock market hype The Number offers a welcome dose of truth about the way Wall Street and corporate America really work Enron and World Finance P. Dembinski, C. Lager, A. Cornford, J. Bonvin, 2005-12-16 Four years after the debacle the term Enron has earned its place in the everyday vocabulary of business ethics Hardly anyone understands the business intricacies of what really happened with the sophisticated energy conglomerate Even fewer are those able to envision beyond the business case the ethical questions and dilemmas facing actors at any one stage of the drama Using the collapse of Enron as a case study this book not only shows how and where ethics came into play but also draws lessons and discusses possible remedies that may prevent the whole financial system from falling apart as a result of either excessive greed or over regulation **The Workplace Revolution** Matthew Gilbert, 2005-03-01 From the Enron debacle to the Martha Stewart scandal trust in business practices and in corporate leaders has been seriously jeopardized hitting an all time low According to Matthew Gilbert in his latest book The Workplace Revolution the problem stems from a relentless work ethic the tireless pursuit of

profit and the conflict between business values and human values Today more than ever people are waking up to the fact that they are not getting back what they give to their employers While they are dedicating an inordinate amount of themselves to their work their jobs offer little to meet their needs for community self expression and service and many have simply abandoned the possibility that self serving profit driven companies can offer more than a paycheck Gilbert assures us that the problem is not hopeless In *The Workplace Revolution* he provides both personal strategies and corporate methodologies for improving overall health in the workplace and restoring trust and goodwill between business leaders and their employees With statistics and commentary from a wide range of sources and examples of companies such as Hewlett Packard that are already balancing economic and human concerns he demonstrates to worker and CEO alike that they can turn the experience of work into a spiritual ideal based life enhancing adventure for all concerned and still meet corporate goals Revolutionary concepts for today s corporations and the health of their employees Information Management Fons

Wijnhoven,2009-09-18 Information and its management is central to modern society Organizations private and public national and international have recognized that information is a key resource and that its management is critical for success Existing books on information management focus on the abilities of computers to process data the development of information systems and the management of IT resources They often start with the computer as a key issue Although Information Management acknowledges the importance of computers and data communication it starts from a deeper understanding of the concepts of information and knowledge and on the basis of this understanding derives methods to use computers effectively This textbook provides graduates of any discipline with an understanding of the theory and practice that underpins information management and introduces students to the concepts and applications of information management techniques in a variety of organizational contexts In giving students strong philosophical foundations Fons Wijnhoven s book will prove to be an excellent primer in information management Transparency in Global Change

Burkart Holzner,Leslie Holzner,2010-06-15 Transparency in Global Change examines the quest for information exchange in an increasingly international open society Recent transformations in governments and cultures have brought about a surge in the pursuit of knowledge in areas of law trade professions investment education and medical practice among others Technological advancements in communications led by the United States and public access to information fuel the phenomenon of transparency This rise in transparency parallels a diminution of secrecy though as Burkart and Leslie Holzner point out secrecy continues to exist on many levels Based on current events and historical references in literature and the social sciences Transparency in Global Change focuses on the turning points of information cultures such as scandals that lead to pressure for transparency Moreover the Holzners illuminate byproducts of transparency debate insight and impetus for change as transparency exposes the moral corruptions of dictatorship empire and inequity A Critical History of Financial Crises Haim Kedar-Levy,2015-11-26 While each financial crisis is unique and has its own special features there

are a lot of similarities in the dynamics leading to a crisis and also in their resolutions Some of the financial crises are caused by the lack of appropriate regulation but often the regulators were ignoring the signals of imminent crises while serving implicitly or explicitly the financial industry In his book Prof Kedar Levy is providing a fresh look at many famous financial crises around the globe analysing their causes and effects The special role of regulators is highlighted including the Capture Theory in practice This book is suitable for economist as well as for those interested in economic history and for all those concerned with the stability of current international financial markets Professor Dan GalaiThe Hebrew University Jerusalem

Critical History Of Financial Crises, A: Why Would Politicians And Regulators Spoil Financial Giants? Haim Kedar-levy,2015-11-26 We are pleased to announce that A Critical History of Financial Crises has been included in CHOICE Magazine s Outstanding Academic Title list Only the most outstanding works have been selected for their excellence in scholarship and presentation the significance of their contribution to the field and their value as important often the first treatment of their subject For more information on CHOICE Magazine s Outstanding Academic Title list please visit the following link www.choice360.org/products/magazine/remove While each financial crisis is unique and has its own special features there are a lot of similarities in the dynamics leading to a crisis and also in their resolutions Some of the financial crises are caused by the lack of appropriate regulation but often the regulators were ignoring the signals of imminent crises while serving implicitly or explicitly the financial industry In his book Prof Kedar Levy is providing a fresh look at many famous financial crises around the globe analysing their causes and effects The special role of regulators is highlighted including the Capture Theory in practice This book is suitable for economist as well as for those interested in economic history and for all those concerned with the stability of current international financial markets Professor Dan GalaiThe Hebrew University Jerusalem

Hidden Financial Risk J. Edward Ketz,2003-07-25 An insider s guide to understanding and eliminating accounting fraud How do these high profile accounting scandals occur and what could have been done to prevent them Hidden Financial Risk fills that void by examining methods for off balance sheet accounting with a particular emphasis on special purpose entities SPE the accounting ruse of choice at Enron and other beleaguered companies J Edward Ketz identifies the incentives for managers to deceive investors and creditors about financial risk and also shows investors how to protect their investments in a world filled with accounting and auditing frauds J Edward Ketz PhD State College PA is MBA Faculty Director and Associate Professor of Accounting at Penn State s Smeal College of Business He has been cited in the press nearly 300 times since Enron s bankruptcy including The New York Times The Wall Street Journal and The Washington Post He has a regular column in Accounting Today

How to Succeed in the Enterprise Software Market Craig Le Clair,2005-01-01 This book provides a clear and simple framework to help software companies understand enterprise level information systems and help them build software products compatible with organizations humans and complex customer environments Provided by publisher

Local Players in Global Games Peer Hull Kristensen,Jonathan Zeitlin,2005 What

happens when previously autonomous firms from different countries each with their own identities routines and capabilities come together inside a single multinational corporation This book tackles this question through an empirical study of the strategic constitution of a multinational

This book delves into Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America. Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America is an essential topic that must be grasped by everyone, ranging from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America, encompassing both the fundamentals and more intricate discussions.

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 - Chapter 2: Essential Elements of Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
 - Chapter 3: Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America in Everyday Life
 - Chapter 4: Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America in Specific Contexts
 - Chapter 5: Conclusion
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