



# 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

**Peter Fleming, Stelios C. Zyglidopoulos**



## **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 Earnings Magic and the Unbalance Sheet Gary Giroux, 2006-03-20 Praise for Earnings Magic and the Unbalance Sheet Gary Giroux brings a breezy entertaining writing style that really helps the reader untangle arcane accounting practices including stock options pensions off balance sheet items and therest of his dirty thirty Edward Swanson Durst Chair and Professor of Accounting Texas A M University Earnings Magic and the Unbalance Sheet provides equity investors with clear explanations of today s financial environment together with specific analysis tools to assess the quality of earnings Gary Giroux provides a valuable and easy to use scoring system where investors assign grades to help them in their investment decisions Earnings Magic is a must read for any investor in the Dow Jones Industrial Average Dow 30 Giroux thoroughly analyzes some of the biggest and best known companies Andrew McLelland Assistant Professor of Accounting Auburn University YOUR KEY TO EVALUATING A COMPANY S EARNINGS QUALITY Wouldn t you like to know as much as you could about a company before you invest in it

Financial information on companies is readily available but not necessarily easy to interpret. With shrewd tips and state-of-the-art analytical tools, *Earnings Magic* and the *Unbalance Sheet* arms you with the key strategies and principles to help you evaluate whether a company's bottom line is headed toward excellence or financial abuse. This eye-opening guide expertly walks you through the tangle of potentially inflated earnings and misleading accounting disclosures to determine a company's financial reality.

***Rebound*** Stephen J. Rose, 2010-04-13 *Rebound* takes the currently unthinkable view that the economy will bounce back faster and stronger from the downturn than most economists expect. Noted labor economist Stephen J. Rose amasses data on the economic performance of America over the last 30 years to debunk myths about declining middle-class incomes, burger-flipping jobs, and global competition. He also describes the evolution of the financial crisis and mortgage lending implosion under the rubric of brilliant idiocy to show how the investors, financial firms, and regulators all made devastating mistakes in pursuit of quick gains. The book argues forcefully that simple financial regulation and forthcoming investments in education, health care, and energy will pay quick and healthy dividends. Using economic analysis rather than partisan argument, *Rebound* cuts through the clutter of political debate to show how the economy will return to high growth rates.

***The Making of a Democratic Economy*** Marjorie Kelly, Ted Howard, 2019-07-23 Seven principles for a just and sustainable system accompanied by true stories of the people creating the institutions of the next economy. Kat Taylor, cofounder of Beneficial State Bank, the extractive economy we live with now designed by the 1 percent for the 1 percent, enables the financial elite to squeeze out maximum gain for themselves heedless of damage to people or planet. But in this compelling book, Marjorie Kelly and Ted Howard show that there is a new economy emerging focused on helping everyone thrive while respecting planetary boundaries. At a time when competing political visions are at stake, the world over, this book urges a move beyond tinkering at the margins to address the systemic crisis of our economy. Kelly and Howard outline seven principles of what they call a Democratic Economy: community inclusion, place-keeping, wealth local, good work, putting labor before capital, democratized ownership, ethical finance, and sustainability. Each principle is paired with a place putting it into practice: Pine Ridge, Preston, Portland, Cleveland, and more. Included are stories not just of activists and grassroots leaders but of the unexpected accomplices of the Democratic Economy. Seeds of a future beyond corporate capitalism and state socialism are being planted in hospital procurement departments, pension fund offices, and even company boardrooms. The future remains uncertain, but Kelly and Howard help us understand how to nurture and grow those seeds into an equitable, ecologically sustainable economy that benefits all of us, not just the billionaires. As champions of worker and community ownership, Kelly and Howard remind us that economic democracy is essential to political democracy and a viable human future.

David Korten, author of *When Corporations Rule the World*

***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 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 **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

*Corporate Pharaohs: A Vicious Circle of Globalization* Dr. Richard Brinkman, 2013-06 Richard received his education on the East Coast A Master s degree at the Fletcher School of Law and Diplomacy and a Ph D in Economics at Rutgers University in New Brunswick N J Both Richard and June were raised in the inner city of Newark went to the same high school and were married in 1954 June received a bachelor s degree from Portland State University and a Ph D from the University of Oregon both in Sociology This interconnection between the economic and sociological permeates their basic research focus which overall is directed toward an analysis of the dynamics of culture evolution Richard s and June s current research interests relate to the interrelation between globalization and culture

**Charting Corporate Corruption** Peter Fleming, Stelios C. Zyglidopoulos, 2009-01-01 In the post Enron era corporate corruption has increasingly featured on the research agenda This informative book provides a novel approach by charting the actual causes of corruption This highly topical volume demonstrates how agency the decisions and choices of individuals and structure the contextual pressures in the business environment can interact to result in the rapid escalation of corporate crime and corruption By analysing and describing the social psychological dimensions of this escalation the book prescribes preventive measures that can be adapted and implemented by business organizations Loaded with case studies and prospective solutions Charting Corporate Corruption will be valuable to post graduates studying business ethics sociology and psychology and to researchers seeking new theories and concepts in this field

**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 Galai The 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](http://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 Galai The 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

[The Public Company Transformed](#) Brian Cheffins, 2018-09-28 For decades the public company has played a dominant role in the American economy Since the middle of the 20th century the nature of the public company has changed considerably The transformation has been a fascinating one marked by scandals political controversy wide swings in investor and public sentiment mismanagement entrepreneurial verve noisy corporate raiders and various other larger than life personalities Nevertheless amidst a voluminous literature on corporations a systematic historical analysis of the changes that have occurred is lacking The Public Company Transformed correspondingly analyzes how the public company has been recast from the mid 20th century through to the present day with particular emphasis on senior corporate executives and the

constraints affecting the choices available to them The chronological point of departure is the managerial capitalism era which prevailed in large American corporations following World War II The book explores managerial capitalism's rise in the 1950s and 1960s heyday and its fall in the 1970s and 1980s It describes the American public companies and executives that enjoyed prosperity during the 1990s and the reversal of fortunes in the 2000s precipitated by corporate scandals and the financial crisis of 2008 The book also considers the regulation of public companies in detail and discusses developments in shareholder activism company boards chief executives and concerns about oligopoly The volume concludes by offering conjectures on the future of the public corporation and suggests that predictions of the demise of the public company have been exaggerated

*Common Sense School Reform* Frederick M. Hess, 2025-09-23 Forget everything you think you know about school reform Cutting through the cant sentiment and obfuscation characterizing the current school reform debate Frederick M Hess lacerates the conventional status quo reform efforts and exposes the naivete underlying reform strategies that rest on solutions like class size reduction small schools and enhanced professional development He explains that real improvement requires a bracing regime of common sense reforms that create a culture of competence by rewarding excellence punishing failure and giving educators the freedom and flexibility to do their work He documents the scope of the challenges we face and then provides concrete recommendations for addressing them through reforms to promote accountability competition a 21st century workforce effective school leadership and sensible reinvention Engagingly written and drawing on real world experiences and examples *Common Sense School Reform* will generate debate and help set the agenda for the future [Florida Law Review](#) ,2008

*The Handbook of Business and Corruption* Michael S. Aßländer, Sarah Hudson, 2017-09-13 The Handbook of Business and Corruption provides an overview of corrupt business practices in general and more particularly in different industry sectors considering such practices from an ethical perspective

**Engineering A Financial Bloodbath: How Sub-prime Securitization Destroyed The Legitimacy Of Financial Capitalism** Justin O'brien, 2009-07-13 In July 2007 the then chief executive of Citigroup Charles Prince captured the hubris of a market dangerously addicted to debt When the music stops in terms of liquidity things will be complicated But as long as music is playing you have got to get up and dance We're still dancing By the end of the year Mr Prince was forced to resign along with some of the most influential bankers on Wall Street Global investment houses in the United States and Europe were forced to turn to sovereign wealth funds for emergency funding Their rescue comes at a significant material and reputational price This book investigates the origins and implications of the securitization crisis described by the chief executive of ANZ as a financial services bloodbath Based on extensive interviews it offers an integrated series of case studies drawn from the United States the United Kingdom and Australia A central purpose is to not only chart what went wrong within the investment houses and why the regulatory systems failed but also provide policy guidance The book therefore combines the empirical with the normative In so doing it provides a route map to navigate one of the most significant



financial and regulatory failures in modern times a

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## **Table of Contents Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America**

1. Understanding the eBook Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - The Rise of Digital Reading Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Advantages of eBooks Over Traditional Books
2. Identifying Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - User-Friendly Interface
4. Exploring eBook Recommendations from Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Personalized Recommendations
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America User Reviews and Ratings

- Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America and Bestseller Lists
- 5. Accessing Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America Free and Paid eBooks
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America Public Domain eBooks
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America eBook Subscription Services
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America Budget-Friendly Options
- 6. Navigating Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America eBook Formats
  - ePub, PDF, MOBI, and More
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America Compatibility with Devices
  - Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Highlighting and Note-Taking Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Interactive Elements Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
- 8. Staying Engaged with Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
- 9. Balancing eBooks and Physical Books Number How The Drive For Quarterly Earnings Corrupted Wall Street And

### Corporate America

- Benefits of a Digital Library
- Creating a Diverse Reading Collection Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America

### 10. Overcoming Reading Challenges

- Dealing with Digital Eye Strain
- Minimizing Distractions
- Managing Screen Time

### 11. Cultivating a Reading Routine Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America

- Setting Reading Goals Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
- Carving Out Dedicated Reading Time

### 12. Sourcing Reliable Information of Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America

- Fact-Checking eBook Content of Number How The Drive For Quarterly Earnings Corrupted Wall Street And Corporate America
- Distinguishing Credible Sources

### 13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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