

Understanding Enron

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Robert Rosen



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Arthur Andersen Daniel Diermeier, Robert J. Crawford, Charlotte Snyder, 2017 The cases describe the demise of Arthur Andersen a firm that had long set the industry standard for professionalism in accounting and auditing Once an example of strong corporate culture with a commitment to public service and independent integrity Andersen saw its culture and standards weaken as it grew explosively and changed its mode of governance The A case describes a crisis precipitated by the admission of Waste Management a major Andersen client that it overstated its pretax earnings by 1.43 billion from 1992 to 1996 The resulting Securities and Exchange Commission SEC investigation ended with Andersen paying a 7 million fine the largest ever levied against an accounting firm and agreeing to an injunction that effectively placed the accounting giant on probation Students analyze the causes of Andersen's problems and advise Andersen leadership The B case covers Arthur Andersen's relationship with Enron one of the great success stories of the new economy boom When Enron's aggressive use of off balance sheet partnerships became impossible to hide in autumn 2001 news reports stated that Andersen auditors had engaged in extensive shredding of draft documents and associated communications with Enron Students are asked to act as crisis management consultants to Andersen CEO Joe Berardino The C case details Andersen's collapse following its indictment and conviction on criminal charges of obstructing justice in the Enron case Its conviction was later overturned by the U.S. Supreme Court on narrow technical grounds but by then Andersen had ceased to exist eighty nine years after Arthur E. Andersen had taken over a small accounting firm in Chicago Students can focus on the impact of media on a reputational crisis Students will identify the teachable moment in a crisis that leaders can leverage as an opportunity to improve a firm's reputation or core identity to reinforce values and to drive change Understand the impact on crisis management of the media landscape and regulatory decision making Realize the fragility of corporate cultures and the need to actively maintain them especially during difficult times

Risk Management and Corporate Governance Robert Rosen, 2004 Enron Board's Finance Sub Committee's approval of the first bankrupting Raptor transaction Talon is examined in as much detail as published documents allow In so doing this article examines a failure of corporate social responsibility As not only members of the public were harmed but also Enron's residual owners the shareholders this article examines a failure of corporate governance The examination reveals that the decision was governed by analyses of the transaction's risks The examination also reveals that the sub committee was presented with false risk management information The article highlights the importance of the risk management function especially in corporations redesigned or re engineered by strategies of outsourcing and project team management

Enron and Beyond Janice L. Ammons, 2002 Examines the financial accounting management legal and ethical issues surrounding Enron

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