



The rise and fall of Enron: A cautionary tale of corporate greed and betrayal

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Abstract

The Enron scandal was one of the biggest corporate fraud cases in history, involving the manipulation of financial statements, insider trading, and accounting fraud. Enron, once one of the world's largest energy companies, collapsed in 2001 after it was revealed that top executives had engaged in unethical and illegal practices to inflate the company's earnings and stock price. The scandal had significant repercussions, including the loss of jobs and investments for many people, as well as increased scrutiny of corporate governance and financial reporting practices. The case highlighted the importance of transparency, accountability, and ethical leadership in corporate governance, as well as the need for effective regulatory oversight to prevent future abuses. The Enron scandal serves as a reminder that even the most successful companies can falter when unethical behavior is allowed to go unchecked.

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1. Introduction

Enron and its rise to power

Energy firm Enron was established in 1985 and had its headquarters in Houston. The corporation initially concentrated on the production and distribution of natural gas. However, Enron entered new areas, including as energy trading and broadband services, under the direction of CEO Kenneth Lay and later Jeffrey Skilling.

Enron's stock price soared in the late 1990s, and it soon established itself as one of the most forward-thinking and prosperous American businesses. The business was well-known for using cutting-edge technologies and complex financial engineering.

Enron was formerly regarded as a shining example of a successful business, and Fortune magazine named it "America's Most Innovative Company" for six years running. In addition, the business was well recognized for its aggressive lobbying activities and strong connections to lawmakers from both parties.

However, dishonest accounting methods and unethical behavior served as the foundation for Enron's success. While its executives engaged in insider trading and other illicit activities, the corporation employed complicated financial transactions to conceal debt and inflate profits.

The stock price of Enron fell in 2001 as the truth about its financial frauds started to surface, ultimately forcing the company into bankruptcy. For Enron's staff, stockholders, and clients, the scandal had far-reaching repercussions. It also raised major concerns about the morality of American business.

Enron scandal and its impact

One of the most well-known financial frauds in recent memory was the Enron scandal, which had repercussions far beyond the confines of the individual firm. In order to conceal debt and inflate earnings, the scandal involved the falsification of financial accounts, the use of off-balance sheet transactions, and the formation of special purpose corporations.

Executives at Enron employed these strategies to deceive authorities and investors about the company's financial situation. They made money at the expense of Enron's workers, stockholders, and clients by engaging in insider trading and other illicit activities.

Enron's stock price fell in 2001 as the truth about its financial frauds started to surface, costing thousands of workers their jobs and retirement funds. As investors lost faith in the honesty of corporate America, the scandal also had repercussions on the larger financial sector.

The Enron crisis sparked a number of regulatory and legal changes intended to stop frauds of this nature in the future. These included the Public Company Accounting Oversight Board's establishment and the Sarbanes-Oxley Act of 2002's strengthening of corporate governance and financial reporting standards for publicly traded companies.

The Enron scandal also served as a reminder to businesses and investors of the value of moral judgment and corporate accountability. It brought to light the dangers of putting short-term profits ahead of long-term sustainability as well as the necessity of tighter regulation and accountability in the financial sector.

2. Enron's fraudulent accounting practices

Manipulation of financial statements

The falsification of financial records in order to conceal debt and inflate profits was one of the central aspects of the Enron scandal. Executives at Enron employed a number of strategies to deceive regulators and investors about the company's financial situation.

Off-balance sheet transactions, which entailed transferring debt and assets from Enron's balance sheet and into special purpose organizations (SPEs), were one of the most popular techniques. These organizations, which were frequently under the direction of Enron officials, were utilized to fabricate profits while concealing the company's actual financial situation.

Additionally, Enron used "mark-to-market" accounting, allowing the business to record future profits based on the anticipated value of long-term contracts. Due to this, Enron was able to declare profits in the short term, even though those earnings were not actually achieved.

In order to produce cash flow and enhance the appearance of its financial accounts, Enron also leveraged intricate financial transactions, such as the sale of future energy contract earnings. These transactions were frequently designed in a way that was challenging to comprehend or assess from the outside.

Executives at Enron participated in insider trading and other criminal acts in addition to misrepresenting financial figures in order to profit themselves at the expense of the company's staff, shareholders, and clients.

One of the main causes of Enron's eventual demise and bankruptcy was its financial statement falsification. The regulatory and supervisory framework flaws that allowed Enron to get away with these actions for so long were also made public. In order to stop similar frauds from happening in the future, the Enron crisis led to significant changes in corporate governance and financial reporting regulations.

Use of off-balance sheet transactions

A well-known example of how off-balance sheet transactions can be abused to deceive investors and inflate a company's financial performance is the Enron scandal.

Enron concealed its debts and losses through off-balance sheet operations, which let them keep a strong credit rating and high stock price. To specifically keep assets and obligations off its balance sheet, Enron used special purpose entities (SPEs). Enron gave its assets to the SPEs, who then sold investors loans. Enron additionally exploited the SPEs in round-trip trades, whereby it sold assets to the SPEs and then later purchased them at a higher cost.

Investors were misled about Enron's actual financial situation since these off-balance sheet activities were not reported in the company's financial statements. Enron declared bankruptcy once the scandal was revealed, and many of its executives were charged with fraud and other offenses.

As a result of the Enron crisis, off-balance sheet transactions are now subject to greater scrutiny, and new laws like the Sarbanes-Oxley Act, which mandates that businesses disclose more information about their off-balance sheet transactions and have more robust internal controls to guard against fraud, have been passed.

Creation of special purpose entities

To keep specific assets and liabilities off its balance sheet, Enron established special purpose entities (SPEs). An SPE is a legal corporation established for a specific function, such as to buy or hold particular assets. It is frequently used to reduce financial risk or to meet a particular tax or accounting goal.

Enron used SPEs to transfer its assets, liabilities, and risks to these corporations in this case. As a result of selling assets to the SPEs at inflated prices, the corporation was able to record quick financial gains. Enron would concurrently guarantee the SPEs' debt, essentially removing it from its own balance sheet.

By manipulating its financial statements and inflating its stated profits, Enron was able to keep its stock price and credit rating high. However, the company's true financial situation was concealed, and after the scandal was made public, Enron filed for bankruptcy and its executives were prosecuted.

SPEs themselves are neither unlawful nor unethical, but when they are employed to alter financial reports and mislead investors, it may be against the law. Regulations were implemented as a result of the Enron scandal to promote transparency and provide more information regarding the usage of SPEs and other off-balance sheet transactions.

3. Key players in the scandal

Role of top executives, including Kenneth Lay and Jeffrey Skilling

Top leaders of Enron during the time the business was engaging in fraud included Kenneth Lay and Jeffrey Skilling. From 1985 until 2001, Lay served as Enron's Chairman and CEO, and from 1997 to 2001, Skilling served as President and CEO.

Lay and Skilling both played a key role in developing Enron's company culture, which was centered on generating profits at all costs and financial performance. They both participated in the decision-making procedures that allowed Enron to alter its financial statements by using off-balance sheet transactions and special purpose organizations.

Enron's aggressive accounting procedures, which enabled the corporation to use mark-to-market accounting and other strategies to record rapid profits on its financial statements, were developed and put into place, in part, by Skilling. Regarding their participation in the Enron scandal, Lay and

Skilling were each accused with multiple counts of fraud, conspiracy, and insider trading. Lay passed away before receiving a punishment, while Skilling received a 24-year prison term. Their actions, along with those of other Enron executives, caused the business to fail and caused both investors and employees to lose billions of dollars.

The Enron scandal served as a stark reminder of the value of business ethics and top executives' need to behave in their stakeholders' best interests. In order to stop corporate fraud and ensure financial reporting transparency, it also resulted in increased scrutiny of corporate accounting procedures and the adoption of new rules.

Involvement of Arthur Andersen, Enron's auditor

When Enron was engaging in fraudulent activity, Arthur Andersen was the company's auditor. Enron's financial statements had to be examined by the accounting firm to make sure they appropriately reflected the company's financial situation.

But there was also debate concerning Arthur Andersen's role in the Enron scandal. In an effort to hide its involvement in Enron's fraudulent actions, the accounting company was found to have engaged in unethical and unlawful behavior, such as document destruction and obstructing justice.

It was said that Arthur Andersen approved Enron's accounting procedures, which were later determined to be fraudulent, and disregarded warning signs and other indicators that the business was acting improperly. When the controversy first surfaced, it was discovered that Arthur Andersen had deleted records pertaining to its work for Enron, which resulted in the auditing firm's indictment and ultimate demise.

The Arthur Andersen involvement in the Enron scandal made clear how crucial independence and objectivity are in auditing. Additionally, it prompted tighter oversight of the accounting industry and the adoption of new rules to ensure responsibility and openness in financial reporting.

4. Impact on stakeholders

Effects on Enron employees, shareholders, and customers
Employees, shareholders, and customers were among the many who were adversely affected by the Enron crisis.

Thousands of jobs were lost as a result of Enron's bankruptcy and collapse because the company's employees found themselves unexpectedly jobless. Many of these employees lost a lot of money because they put their retirement funds into Enron shares, which vanished suddenly and lost all of its value.

In addition to Enron's shares falling significantly in value, shareholders also lost a lot of money. Many of these investors had relied on the company's financial reports and were not aware that fraud was being committed.

The scandal also had an effect on Enron's clients, including energy corporations and other companies that had contracts with the company. As a result of Enron's failure, several of these clients were left without a dependable energy source or were required to pay higher fees for services.

Due to the Enron scandal, the public is now paying closer attention to corporate ethics, responsibility, and the function of regulators and auditors in assuring accuracy and fairness in financial reporting. The Sarbanes-Oxley Act, which was created to enhance corporate governance and stop fraudulent practices, was one of the new laws that were passed as a result of the scandal.

Collapse of Enron's stock price and bankruptcy

The fall of Enron was caused by a number of causes, including the company's heavy debt burden, aggressive accounting procedures, and use of off-balance sheet transactions and special purpose corporations to alter its financial accounts.

Enron's stock price fell in 2001 as a result of the chain of events that caused investors to lose faith in the corporation. It was uncovered that Enron had been faking its financial statements to hide losses and inflate profits. This was done by using off-balance sheet transactions and special purpose corporations.

Enron's stock price dropped significantly as the controversy deepened, its credit rating was lowered, and investors started to unload their firm shares. Enron made the largest bankruptcy filing in American history in November 2001.

The financial markets and the economy as a whole were significantly affected by Enron's bankruptcy. The controversy caused a decline in confidence in business and raised questions about the accuracy of financial reporting. Additionally, it led to the elimination of thousands of jobs and severe financial losses for Enron's staff, stockholders, and clients.

The Enron scandal prompted more regulation of business and the accounting industry, including the adoption of the Sarbanes-Oxley Act, which aimed to enhance corporate governance and deter fraud. The scandal changed how financial statements are generated and audited as well as heightened scrutiny of other businesses.

5. Lessons learned

Importance of ethical decision-making and corporate responsibility

The Enron scandal brought to light the value of moral judgment and corporate accountability in the business world. The case served as an example of the terrible effects that unethical and unlawful actions can have on workers, shareholders, clients, and the whole economy.

The value of honesty and transparency in financial reporting is one of the most important lessons to be learned from the Enron scandal. Aggressive accounting techniques used by Enron, as well as the manipulation of its financial accounts through off-balance sheet transactions and special purpose corporations, were blatant examples of unethical activity that went against the fundamental values of openness and honesty.

The value of corporate responsibility and accountability is a further lesson to be learned from the Enron scandal. Kenneth Lay and Jeffrey Skilling, two of Enron's top executives, were ultimately held accountable for the company's fraudulent practices, and Arthur Andersen, the company's auditor, also suffered severe repercussions for its involvement in the affair.

This showed that there are repercussions for unethical activity and that businesses and their leaders must act morally and with integrity.

The Enron scandal also brought attention to the necessity of regulatory monitoring and the role played by the government in maintaining corporate accountability. The Sarbanes-Oxley Act, which was passed in the wake of the crisis, was a blatant sign that the government understood the need for more stringent business sector oversight as well as for increased transparency and responsibility in financial reporting.

The Enron scandal is a potent reminder of the value of moral judgment and corporate responsibility in the business world.

Corporations may contribute to the restoration of trust and confidence in the financial markets and the overall economy by operating honestly and transparently, accepting responsibility for their actions, and upholding the standards of good governance.

Need for stronger corporate governance and oversight

The Enron scandal made clear that the corporate sector needs better corporate governance and monitoring. The importance of strong corporate governance and oversight was brought home by Enron's aggressive accounting practices, the use of off-balance sheet transactions and special purpose entities to manipulate its financial statements, and the lack of accountability among the company's top executives.

The value of an active and independent board of directors is one of the most important lessons to be learned from the Enron scandal. The board of directors of Enron came under fire for failing to adequately oversee the company's financial reporting and for having a strong relationship with key executives. The board was unable to stop the fraudulent conduct that ultimately caused Enron to fail as a result.

The necessity of openness and responsibility in financial reporting is another lesson to be learned from the Enron scandal. Enron's lack of financial reporting transparency, which made it challenging for investors and other stakeholders to properly grasp the company's financial status, allowed for the company's fraudulent activities.

The Enron scandal also brought attention to the necessity of regulatory monitoring and the role played by the government in maintaining corporate accountability. As a result of the scandal, there is now more regulation of the business sector, including the Sarbanes-Oxley Act, which mandates improved responsibility and openness in financial reporting and sets new guidelines for corporate governance.

In conclusion, the Enron scandal is a potent reminder of the value of strong corporate governance and oversight in promoting openness and accountability in the business world. Corporations may contribute to the restoration of trust and confidence in the financial markets and the overall economy by establishing independent boards of directors, encouraging openness in financial reporting, and adopting unambiguous norms for corporate governance.

Regulatory and legal responses to the scandal

The Enron scandal led to a number of regulatory and legal responses, aimed at preventing similar incidents of corporate fraud and improving the transparency and accountability of the corporate sector. Some of the key responses are:

The Sarbanes-Oxley Act: This legislation was passed in 2002 and established new standards for corporate accountability, financial reporting, and corporate governance. The Act required companies to establish internal controls and procedures for financial reporting, and established a new oversight board to regulate the accounting profession.

Increased SEC oversight: The Securities and Exchange Commission (SEC) has increased its oversight of the corporate sector, particularly with regard to financial reporting and accounting practices.

Increased criminal prosecutions: The Department of Justice has increased its prosecution of corporate executives for fraud and other white-collar crimes, and has sought to hold corporations more accountable for the actions of their employees.

Enhanced auditor independence: The Public Company Accounting Oversight Board (PCAOB) was established under the Sarbanes-Oxley Act to oversee the accounting profession and enhance auditor independence.

Enhanced whistleblower protections: The Dodd-Frank Wall Street Reform and Consumer Protection Act, passed in 2010, provides enhanced protections for whistleblowers who report corporate fraud and other violations of securities laws. The regulatory and legal responses to the Enron scandal were aimed at enhancing transparency and accountability in the corporate sector, improving the quality of financial reporting, and increasing the penalties for corporate fraud and other violations of securities laws. These responses were intended to restore confidence in the financial markets and to prevent similar incidents of corporate fraud in the future.

6. Conclusion

Implications of the Enron scandal for the financial industry and society as a whole

The Enron scandal had significant implications for the financial industry and society as a whole. Some of these implications include:

Loss of investor confidence: The scandal led to a loss of confidence in the financial markets and in the ability of companies to provide accurate and reliable financial information. This loss of confidence had a negative impact on the stock market and on the economy as a whole.

Increased regulation: The scandal led to increased regulation of the corporate sector, particularly with regard to financial reporting, accounting practices, and corporate governance. This increased regulation has had a significant impact on the way companies operate, and has imposed additional costs and compliance burdens on businesses.

Greater emphasis on ethics: The scandal highlighted the importance of ethical behavior in the corporate sector, and has led to greater emphasis on corporate social responsibility and ethical decision-making.

Improved financial reporting: The scandal led to improvements in financial reporting standards and practices, which has made it easier for investors and other stakeholders to understand a company's financial position and performance.

Increased awareness of corporate fraud: The scandal raised public awareness of the issue of corporate fraud and the need for greater accountability and transparency in the corporate sector.

Overall, the Enron scandal had a profound impact on the financial industry and on society as a whole. It served as a wake-up call for the need for greater transparency and accountability in the corporate sector, and has led to significant changes in the way companies operate and are regulated.

Teaching Note

Summary

The Enron case study is one of the most significant corporate scandals in history. The collapse of the energy trading company in 2001 exposed fraudulent accounting practices, conflicts of interest, and a lack of corporate governance and oversight. The company's top executives, including Kenneth Lay and Jeffrey Skilling, were held responsible for the company's collapse, which led to the loss of over 20,000 jobs and the loss of billions of dollars in shareholder value. Customers who had contracts with Enron also suffered

significant financial losses. The scandal led to increased regulation of the corporate sector, including the passage of the Sarbanes-Oxley Act, which established new standards for corporate accountability and financial reporting. The Enron case provides an excellent case study for teaching business ethics, corporate governance, financial reporting, and regulation. Educators can use the case to teach students about the importance of ethical decision-making and corporate responsibility, and the consequences of failing to adhere to these principles.

The teaching objectives of this case

1. To understand the importance of ethical decision-making and corporate responsibility in business.
2. To analyze the impact of the Enron scandal on stakeholders, including employees, shareholders, customers, and the wider community.
3. To examine the role of corporate governance and oversight in preventing fraudulent accounting practices and conflicts of interest.
4. To evaluate the effectiveness of regulatory and legal responses to corporate scandals.
5. To identify best practices in financial reporting, accounting, and auditing to prevent similar scandals in the future.
6. To develop critical thinking and decision-making skills by analyzing complex business cases.

Overall, the Enron case study is an excellent teaching tool for students of business, finance, and accounting, as well as professionals in these fields. It provides a real-world example of the consequences of unethical and illegal behavior in the corporate world and highlights the need for transparency, accountability, and ethical decision-making in business.

Teaching Audiences

The Enron case study is suitable for a wide range of teaching audiences, including:

1. Undergraduate and graduate business students studying topics such as business ethics, corporate governance, financial reporting, auditing, and regulation.
2. Professional development courses for business, finance, and accounting professionals seeking to enhance their knowledge and skills in these areas.
3. Executive education programs for corporate leaders and decision-makers seeking to improve their understanding of ethical decision-making, risk management, and corporate governance.
4. Law students studying corporate law and regulation.
5. Public policy students studying regulatory policy and oversight of corporate behavior.
6. Management trainees and interns in corporations seeking to learn from the Enron case study as an example of what not to do.

Enron case study is a versatile teaching tool that can be adapted to suit a wide range of teaching audiences and learning objectives.

Teaching approach

The Enron case study can be taught using a variety of approaches, depending on the learning objectives and the target audience. Here are a few teaching approaches that can be used:

Case discussion: The case can be presented to students as a group discussion, where they can analyze the case in detail, identify the key issues, and suggest solutions or recommendations.

Role-playing: Students can be assigned roles of different stakeholders in the case, such as Enron executives, shareholders, customers, employees, regulators, and auditors. They can then act out their roles and discuss the case from their perspective.

Guest lectures: Experts in business ethics, corporate governance, regulation, or auditing can be invited to give guest lectures on the Enron case study, share their insights and expertise, and answer student questions.

Team projects: Students can be divided into teams and assigned specific topics related to the Enron case, such as the role of corporate culture, the effectiveness of regulation, or the impact on stakeholders. They can then research and present their findings to the class.

Simulation games: Students can participate in simulation games that simulate real-world business scenarios and decision-making, based on the Enron case study. These games can help students develop critical thinking, problem-solving, and decision-making skills.

Session plan for teaching the Enron case study

Session 1: Introduction and Background

Introduce the Enron case study and provide background information about the company and the scandal.

Discuss the learning objectives and teaching approach for the case study.

Review the timeline of events leading up to the scandal and the key players involved.

Session 2: Ethical Decision-Making and Corporate Responsibility

Discuss the importance of ethical decision-making in business and the consequences of unethical behavior.

Analyze Enron's corporate culture and the role it played in the scandal.

Examine the responsibilities of corporations to stakeholders, including employees, shareholders, and customers.

Session 3: Corporate Governance and Oversight

Examine the role of corporate governance in preventing conflicts of interest and fraudulent accounting practices.

Discuss the effectiveness of Enron's board of directors and its oversight of executive behavior.

Analyze the role of auditors and the auditing process in detecting fraudulent behavior.

Session 4: Regulatory and Legal Responses

Review the regulatory and legal responses to the Enron scandal, including the Sarbanes-Oxley Act.

Analyze the effectiveness of these responses in preventing similar scandals in the future.

Session 5: Impact on Stakeholders

Examine the impact of the Enron scandal on stakeholders, including employees, shareholders, customers, and the wider community.

Discuss the lessons learned from the scandal and how they can be applied to prevent similar incidents in the future.

Session 6: Student Presentations

Divide students into teams and assign specific topics related to the Enron case study.

Have teams research and prepare presentations on their topics.

Allow time for questions and discussion.

Session 7: Conclusion and Reflection

Summarize the key points of the Enron case study and the lessons learned.

Allow time for reflection and discussion about how the case study can be applied to students' future careers in business, finance, and accounting.

The session plan should be flexible and adaptable to the needs of the students and the teaching context. The sessions can be adjusted based on the level of detail needed and the pace of the class.

Each session can be between 35-45 mins.

Discussion Questions

1. What were the key factors that contributed to the Enron scandal?
 - The key factors that contributed to the Enron scandal include the company's aggressive accounting practices, the use of off-balance sheet transactions and special purpose entities to manipulate financial statements, and the lack of accountability among top executives. The company's top executives, including Kenneth Lay and Jeffrey Skilling, were involved in the fraudulent activities and were ultimately held responsible for the company's collapse.
2. What were the consequences of the Enron scandal for the company's employees, shareholders, and customers?
 - The consequences of the Enron scandal for the company's employees, shareholders, and customers were significant. The collapse of the company led to the loss of over 20,000 jobs and the loss of billions of dollars in shareholder value. Customers who had contracts with Enron also suffered significant financial losses. The scandal also led to increased regulation of the corporate sector, including the passage of the Sarbanes-Oxley Act, which established new standards for corporate accountability and financial reporting.
3. What are the key lessons that can be learned from the Enron case?
 - The key lessons that can be learned from the Enron case include the importance of effective corporate governance and oversight, the importance of transparency and accountability in financial reporting, and the importance of regulatory oversight and the role of government in ensuring corporate accountability.
4. How could effective corporate governance and oversight have prevented the Enron scandal?
 - Effective corporate governance and oversight could have prevented the Enron scandal by ensuring that the company's top executives were held accountable for their actions and that the board of directors provided effective oversight of the company's financial reporting.
5. What role did Enron's accounting practices play in the scandal, and how could transparency and accountability

have prevented these practices?

- Enron's accounting practices played a significant role in the scandal by allowing the company to inflate its earnings and conceal its debts. Transparency and accountability could have prevented these practices by ensuring that Enron's financial reporting was more transparent and that the company was held accountable for its actions.
6. What was the role of regulatory oversight in the Enron scandal, and how has regulation changed since the scandal?
 - Regulatory oversight played a limited role in the Enron scandal, as the company was able to circumvent regulations through its use of off-balance sheet transactions and special purpose entities. However, the scandal did lead to increased regulation of the corporate sector, including the passage of the Sarbanes-Oxley Act, which established new standards for corporate accountability and financial reporting.
 7. What are the implications of the Enron scandal for the financial industry and society as a whole?
 - The implications of the Enron scandal for the financial industry and society as a whole are significant. The scandal highlighted the need for increased transparency and accountability in financial reporting, the importance of effective corporate governance and oversight, and the need for stronger regulation of the corporate sector. The Enron scandal also demonstrated the potential consequences of corporate fraud and mismanagement, which can have significant impacts on the wider economy and society.

Conclusion

The Enron case provides an excellent case study for teaching business ethics, corporate governance, financial reporting, and regulation. Educators can use the case to teach students about the importance of ethical decision-making and corporate responsibility, and the consequences of failing to adhere to these principles. The case can also be used to teach students about the role of corporate governance in ensuring transparency and accountability, and the need for effective regulation of the corporate sector.

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