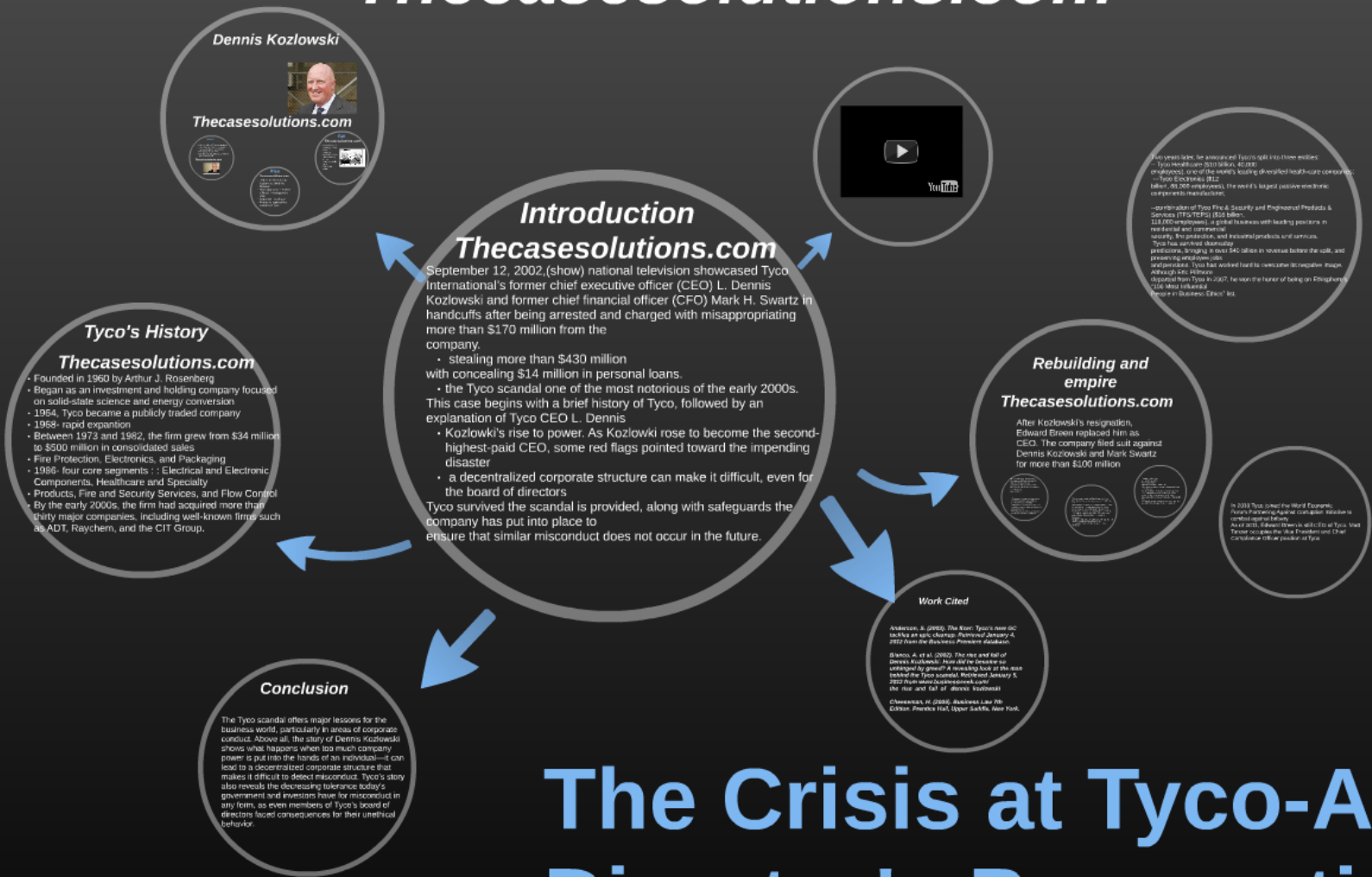


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Dennis Kozlowski

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(Includes a portrait of Dennis Kozlowski and a small circular inset with text.)



Two years later, he announced Tyco sold into three entities: Tyco International (200 million, 40,000 employees), or so the world's leading diversified health-care corporation; Tyco Electronics (212 million, 95,000 employees), the world's largest passive electronic components manufacturer;

—corporation of Tyco Fire & Security and Engineered Products & Services (EP&S) (154 billion, 115,000 employees), a global business with leading positions in residential and commercial security, fire protection, and recreational products and services.

Tyco has worked to improve productivity, bringing in over \$40 billion in revenue before the split, and increasing shareholder value.

Tyco has worked hard to overcome its negative image, although not without help from Tyco in 2007. He won the honor of being on *Forbes*'s 2008 Most Powerful People in Business list.

Introduction
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September 12, 2002, (show) national television showcased Tyco International's former chief executive officer (CEO) L. Dennis Kozlowski and former chief financial officer (CFO) Mark H. Swartz in handcuffs after being arrested and charged with misappropriating more than \$170 million from the company.

- stealing more than \$430 million with concealing \$14 million in personal loans.
- the Tyco scandal one of the most notorious of the early 2000s.

This case begins with a brief history of Tyco, followed by an explanation of Tyco CEO L. Dennis Kozlowski's rise to power. As Kozlowski rose to become the second-highest-paid CEO, some red flags pointed toward the impending disaster

- a decentralized corporate structure can make it difficult, even for the board of directors

Tyco survived the scandal is provided, along with safeguards the company has put into place to ensure that similar misconduct does not occur in the future.

Tyco's History
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- Founded in 1960 by Arthur J. Rosenberg
- Began as an investment and holding company focused on solid-state science and energy conversion
- 1964, Tyco became a publicly traded company
- 1968: rapid expansion
- Between 1973 and 1982, the firm grew from \$34 million to \$500 million in consolidated sales
- Fire Protection, Electronics, and Packaging
- 1986: four core segments: Electrical and Electronic Components, Healthcare and Specialty Products, Fire and Security Services, and Flow Control
- By the early 2000s, the firm had acquired more than thirty major companies, including well-known firms such as ADT, Raychem, and the CIT Group.

Rebuilding and empire
Thecasesolutions.com

After Kozlowski's resignation, Edward Green replaced him as CEO. The company filed suit against Dennis Kozlowski and Mark Swartz for more than \$100 million

(Includes a small circular inset with text.)

In 2008 Tyco joined the World Economic Forum's Partnership Against Corruption Initiative to combat bribery.

As of 2011, Edward Green is CEO of Tyco. Tyco filed to settle the Problem of the Corporation (2002) problem of Tyco.

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Conclusion

The Tyco scandal offers major lessons for the business world, particularly in areas of corporate conduct. Above all, the story of Dennis Kozlowski shows what happens when too much company power is put into the hands of an individual—it can lead to a decentralized corporate structure that makes it difficult to detect misconduct. Tyco's story also reveals the decreasing tolerance today's government and investors have for misconduct in any form, as even members of Tyco's board of directors faced consequences for their unethical behavior.

The Crisis at Tyco-A Director's Perspective

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Dennis Kozlowski



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In 2008 Tyco joined the World Economic Forum's Emerging Agenda Coalition to take action against bribery. As of 2012, Edward Breen is still CEO of Tyco. Mark Swartz received the Vice President and Chief Compliance Officer position at Tyco.

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Dennis Kozlowski



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General

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- Joined Tyco in 1975, armed with a masters degree in accounting.
- Becoming CEO in 1992
- Followed by a massive expansion of Tyco International

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Rise

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- Helped by CEO Joseph Gaziano to climb the 'Everest'.
- New CEO John F. Fort III differed in management style.
- Corporate Tough guy
- Aggressive approached conquered Tyco

Fall

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- Found guilty for stealing money from the company
- Spending all the stolen money for his extravagant life style
- Also lied in court



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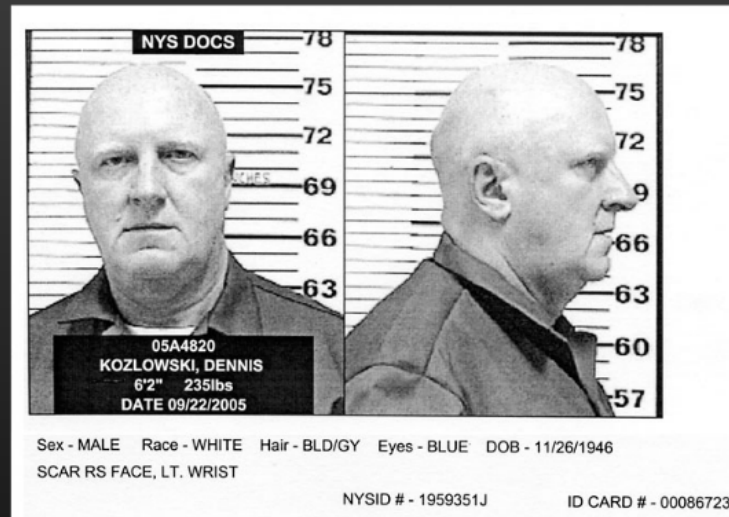
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"To hold him accountable for his misconduct, we seek not only full payment for the funds he misappropriated but also punitive damages for the serious harm he did to Tyco and its shareholders."

"Engaged in a pattern of aggressive accounting which, even when in accordance with Generally Accepted Accounting Principles, was intended to increase reported earnings above what they would have been if more conservative accounting had been employed."

The company also hired Eric Pillmore as Vice President of Corporate Governance. Eric Pillmore was determined to revamp Tyco's ethical culture. Under his leadership, Tyco implemented a corporate ethics program and replaced 90 percent of the headquarters staff. The company also created the Tyco Guide to Ethical Conduct. The guide is 32 pages long and is available in a variety of languages for global employees. The purpose of the guide is to familiarize employees with company expectations and help them to make ethical decisions.

1) strong and ethical corporate leadership,
2) accountability,
3) behavior tracking processes.
Pillmore also created an ombudsman position at Tyco who can mediate between employees and management. Tyco published a confidential hotline, called ConcernLINE, so employees could report misconduct without fear of retaliation. Additionally, Tyco now publishes a quarterly report based upon the concerns that employees have brought up.

In 2010 Tyco Forum Panel
combat aggressive
As of 2011
Tanzer occurred
Compliance