21

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Shuangyu
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世纪财经类
双语系列教材

银行管理学

BANK MANAGEMENT

◎钟永红 编著

华南理工大学出版社

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内 容 简 介

本书用全英文写作，系统阐述了当代银行经营管理的最新理论和实践，主要内容有银行绩效评价、负债管理、资本管理、贷款管理、证券投资、风险管理、公司治理与内部控制等。本书努力做到中外银行管理理念和实践的合理衔接，既吸收了国际上银行经营管理的最新研究成果，同时又补充了中国银行业的发展现状和改革动态。本书是财经类本科生系统学习银行管理知识的双语教材，也可作为财经类研究生以及金融机构从业人员的专业英语学习教材。

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“21世纪财经类双语系列教材”编委会名单

总　序

华南理工大学经济与贸易学院是一个年轻而勇于创新的学院，创立伊始，学院即以培养国际化、复合型、应用型人才为己任，致力于学科建设，开设双语课程，建立学生创新和就业实习基地，成效斐然。在双语课程教学实践基础上，编写财经类双语系列教材既势在必行，又属水到渠成之举。

教学和科研的最终宗旨是服务社会。当今世界，各国经贸往来频繁，但经贸竞争日趋激烈，贸易摩擦仍然比较尖锐。全球金融市场联系日益紧密，资本流动规模不断扩大，金融产品和各种衍生工具日新月异，但我国的金融体系仍不健全，外部金融动荡对我国金融业冲击的可能性加大，金融风险隐患仍然较大。早在100多年前的清末，广东的郑观应先生就提出了“商战”的思想。当前的“商战”比过去更加残酷，唯有尽快培养出更多高素质复合型人才尤其是经济金融贸易人才，才能使我国经济更好地融入全球经济一体化进程，才能使我国在新一轮“商战”中立于不败之地，实现中华民族的伟大复兴。责任感、使命感和紧迫感，促使编委会和编者不辞浅陋，下定决心要编好这套财经类双语教材，以培育更多国际化人才。

学术没有国界，经济金融是传统深厚而又常新的学科，国内外不少学人和实际工作者在这个领域辛勤耕耘，仅这方面的教材而言，也是汗牛充栋。这套系列教材虽然看似老面孔，但立意高远，富有新意。一是这个领域的双语专业教材，国内并不多见，既有利于培养学生具备国际化的理论和操作水平，又有利于提高学生的外语水平尤其是专业英语水平。二是从内容上看，本系列教材发扬传统，与时俱进，既吸收了经济全球化下国际经济金融理论和实际操作的最新成果，又结合国情，传承了我国长期积累的经济金融理论和实际成果，实现了国际化和本土化、理论和实际的有机统一，方便学生理解和掌握。三是系列教材选题务实，应用性强。如《银行管理学》《财务管理》《外贸单证与函电》《商

业银行信贷管理》等，学生一旦掌握，终身受用。值得指出的是，丛书编委会成员以及各书的编者经济金融理论和实践、教学经验都很丰富，确保了系列教材的质量。

我们深知，在国际经贸形势瞬息万变的今天，要编辑出中西结合、融古铸今、理论先进、实践可用、操作方便的双语教材，既非一日之功，亦不可一蹴而就。这套系列教材将随着教学科研实践的不断深入，随着时代的发展而不断完善。期待着广大学子、读者和学界同仁、社会各界的批评指正，这将鼓舞和鞭策我们把这套系列教材编辑得更好更实用。

宋 海

2007 年 10 月

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Chapter 1 Overview of the Banking Industry

Bank managers must be increasingly aware of competitive opportunities that coincide with change. The banking industry is consolidating and diversifying simultaneously. In fact, the traditional definition of a bank has been blurred by the introduction of new products and a wave of mergers, which has dramatically expanded the scope of activities that banks engage in and where products and services are offered. This chapter presents an introduction and overview of banking in United States and China. The primary function of a bank is resource allocation. Banks act as intermediaries in the allocation of financial resources. As financial market become more complete, direct finance tends to reduce the importance of certain financial institutions and the process of indirect finance. This phenomenon, driven in part by deregulation, financial innovation and technological changes, has led to the decline of the business of funds loans with deposits-traditional commercial banking. To survive in the financial industry, banks must adapt to this changing environment.

1.1 Introduction to Banking

1.1.1 What Is a Bank?

When you think of a bank, what image comes to mind? Do you see a nearby building where people deposit their paychecks? Maybe you visualize the automated teller machine (ATM) where people use a card to get cash fast, or you recall the bank statements that many people still get in the mail. Perhaps you see a tall tower with a logo or name you recognize. If you're technologically savvy (知道，了解), you may imagine someone going over personal finances while on the Internet.

However you think of banks, and they include all these ideas and more, don't lose track of one basic idea. A bank is a business. Banks sell their services to earn money, and they market and manage those services in a competitive field. In many ways, banks are like other businesses that must earn a profit to survive. Understanding this fundamental idea helps explain how banks work, and helps you understand many modern trends in banking and finance.

1.1.2 The Development of Banking

No one knows the precise moment that banking started. The world did not go to bed one night and wake the next day to find bankers scurrying（急匆匆地）to work. One of the earliest references to the banking profession or to the practices conducted by bankers is the Code of Hammurabi（汉谟拉比法典）. Drawn up by King Hammurabi, the founder of the Babylonian Empire (1728 – 1686 B. C.), the Code contains around 150 paragraphs that pertain to loans, interest, pledges, and guarantees. Economic historians surmise that bank operations by temples and great landowners had become prevalent enough that King Hammurabi felt compelled to establish standard rules of procedure!

The next major development in the history of banking was the creation of money. The Chinese probably invented money, but it was the Lydians in ancient Anatolia（小亚细亚）(modern-day Turkey) who got the credit in the West. Being a trade-oriented people, their idea was that a standardized unit of commerce would simplify transactions. Between 640 and 630 B. C. the Lydians began to mint the first coins, which were made from electrum（镍银）, a naturally occurring mixture of gold and silver. The use of coins soon caught on, and the surrounding city-states and kingdoms followed suit.

According to historical regulatory definition, a commercial bank is a firm that both accepts demand deposits and makes commercial loans. Although this has been the legal definition, it is not fundamentally useful today. Banks can now own and operate securities business, insurance companies, and other financial services firms and such firms can own and operate banks. It is now more appropriate to refer to the banking industry as a combination of traditional banks, represented by community and regional banks and savings associations, and more complex financial services firms.

Exhibit 1 – 1 The legal definition of commercial bank in China

The "commercial banks" referred to those enterprise legal persons which are established to absorb public deposits, make loans, arrange settlement of accounts and engage in other businesses in accordance with "Commercial Banks Law of the People's Republic of China" and the "Company Law of the People's Republic of China".（商业银行是指依照《中华人民共和国商业银行法》和《中华人民共和国公司法》设立的吸收公众存款、发放贷款、办理结算等业务的企业法人。）

A commercial bank may have the following businesses in part or in whole:
1. Absorbing public deposits;
2. Offering short-term, medium-term and long-term loans;
3. Arranging settlement of both domestic and overseas accounts;
4. Handling acceptance and discount of negotiable instruments;
5. Issuing financial bonds;

Sequel Ex. 1 – 1

A commercial bank may have the following businesses in part or in whole:
6. Issuing, cashing and undertaking the sale of government bonds as agents;
7. Buying and selling government bonds or financial bonds;
8. Undertaking inter-bank borrowing or lending;
9. Buying and selling foreign exchange by itself or as agents;
10. Engaging in bank card business;
11. Offering L/C services and guarantee;
12. Handling receipts and payments and insurance business as agents;
13. Providing safe boxes services; and
14. Other businesses as approved by the banking regulatory organ of the State Council.
The business scope of a commercial bank shall be determined by the Articles of Association of the bank and reported to the banking regulatory organ of the State Council for approval. A commercial bank may undertake foreign exchange settlement and selling businesses after being approved by the People's Bank of China.

1.2 The Role of Bank in the Economy

Banks and other financial institutions play the critical role by performing services essential to the functioning of an economy. Safeguarding, transferring, lending and exchanging money in various forms, along with evaluating creditworthiness of customers, are the main activities that banks perform. Each of these roles has a ripple effect in the economy at large that helps keep money moving.

1.2.1 The Role of Commercial Banks in the Economy

Commercial banks play an important role in facilitating economic growth. On a macroeconomic level, they represent the primary conduit of central bank's monetary policy. Bank deposits represent the most liquid form of money such that the central bank's efforts to control the nation's money supply and level of aggregate economic activity is accomplished by changing the availability of credit at banks. On a microeconomic level, commercial banks represent the primary source of credit to most small businesses and many individuals. A community's vitality typically reflects the strength of its major financial institutions and the innovative character of its business leaders. While the economic role of commercial banks has varied little over time, the nature of commercial banks and competing financial institutions is constantly changing. In addition to banks, savings and loans, credit unions, brokerage firms, insurance companies, and general retail stores now offer products and services traditionally associated only with commercial banks. Hence, the term bank today refers as much to the range of services traditionally offered by depository institutions as to a specific type of institution.

Exhibit 1 – 2 documents changes in the number of institutions and total assets controlled by commercial banks, savings banks, and credit unions from 1970 through 2004 in United States. During the 35 years, commercial banks' share of depository institution assets varied from around 64 percent in the early 1980s to 79 percent during the 2000s. This growth came at the expense of thrift institutions whose share had dropped from almost 32 percent to 15. 7 percent by 2004, while credit unions increased their share from just over 2 percent to 6. 1 percent during this period. Note also the sharp drop in the number of all institutions. This consolidation reflects the combined impact of relaxation of restrictions on bank branching, failures, mergers, acquisitions, and consolidations. The banking industry now comprises fewer, but larger, firms that control an increased share of loans and deposits, with the number of competitors shrinking rapidly.

Exhibit 1 – 2 Number and Total Assets of Various Depository Institutions, 1970 – 2004

	Monetary Amounts, Billions of Dollars					Annual Growth Rate	Annual Growth Rate	Annual Growth Rate	Annual Growth Rate
	1970	1980	1990	2000	2004	1970-1980	1980-1990	1990-2000	2000-2004
Commercial Banks Number	13, 500	14, 163	12, 343	8, 315	7, 630	0. 4	– 1. 4	– 3. 9	– 2. 1
Total Assets	$517. 4	$1, 484. 6	$3, 389. 5	$6, 238. 7	$8, 413	11. 1	8. 6	6. 3	7. 8
(% of Total Assets) Savings	66. 0	63. 6	71. 0	79. 0	78. 15				
Institutional Number*	5, 669	4, 594	2, 815	1, 590	1, 345	– 2. 1	– 4. 8	– 5. 6	– 4. 1
Total Assets	$249. 5	$783. 6	$1, 259. 2	$1, 222. 6	$1, 692	12. 1	4. 9	– 0. 3	8. 5
(% of Total Assets) Credit	31. 8	33. 6	26. 4	15. 5	15. 7				

Sequel Ex. 1 - 2

	Monetary Amounts, Billions of Dollars					Annual Growth Rate	Annual Growth Rate	Annual Growth Rate	Annual Growth Rate
Unions Numbers	23, 819	21, 930	8, 821	10, 316	9, 128	-0. 82	-8. 70	1. 58	-3. 01
Total Assets	$17. 6	$67. 3	$126. 7	$438. 2	$660. 0	14. 35	6. 53	13. 21	10. 78
(% of Total Assets)	2. 2	2. 9	2. 7	5. 5	6. 1				

* Include savings and loan associations and mutual savings banks.

Source: Graph Book at www. fdic. gov and NCUA annual report.

Although revealing, these figures disguise the fact that there has been a fundamental shift in the structure of financial institutions since 1980. In particular, depository institutions' share of U. S. financial assets has systematically declined relative to assets held by other financial intermediaries.

1. 2. 2 The Functions of Bank

The primary function of a bank is resource allocation. To accomplish this task, banks perform six basic, or core functions:

(1) They clear and settle payments (a payments system).

(2) They aggregate (pool) and disaggregate wealth and flows of funds so that both large-scale and small-scale projects can be financed.

(3) They transfer economic resources over time, space, and industries.

(4) They accumulate, process, and disseminate information for decision-making purposes.

(5) They provide ways for managing uncertainty and controlling risk.

(6) They provide ways for dealing with incentive and asymmetric-information problems that arise in financial contracting.

Although banks come and go, these six core functions are relatively unchanging. Moreover, as financial innovation and competition among institutions generate greater efficiency in the performance of a financial system, non-bank financial institutions tends to follow function. To see the importance of commercial banks to a financial system, consider each of the six functions in the form of a question focusing on the importance of banks. For example, do banks clear and settle payments? Do they pool funds? For commercial banks, the answer to each of the six questions is: Yes! This is not to deny that other financial institutions perform some of these functions also. The important point, however, is that