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# 商业银行管理

(英文版·第3版)

## Commercial Bank Management

(THIRD EDITION)

彼得·罗斯 / 著  
Peter Rose



机械工业出版社



McGraw-Hill



MBA 专业精品教材

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# 出版者的话

在全球经济一体化的激烈竞争格局中，中国正处于前所未有的经济与产业结构调整与转型的关键时期。飞速发展的社会与错综复杂的变革要求我们的经济与管理水平有一个飞跃。

为了能让读者系统地学习、借鉴国际上先进的管理理论、方法和手段，机械工业出版社从一些世界著名出版公司引进了一批一流品质的经济管理名著，组成了这套《世界经济管理文库》。其中所选图书均为当前国际上最为流行和权威的教材，大部分多次修订重版，有的多达十几版。作者都是哈佛、芝加哥、斯坦福等著名商学院的教授，使您足不出国，便可领略世界知名学府的文化精粹。

为了给中国的MBA教学提供一套完整的MBA系列教材，继与清华大学经管学院、加拿大毅伟管理学院合作共同策划出版的《国际通用MBA教材》与《国际通用MBA教材配套案例》丛书之后，近期，我社又和中国人民大学工商管理学院联手，共同策划本套《MBA专业精品教材》丛书。《国际通用MBA教材》涉及了所有的MBA核心课程，而本套《MBA专业精品教材》包括了MBA各个不同专业方向的全部课程及选修课程，它为各类工商管理学院培养更适

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合社会需要的专门管理人才提供了丰富的教材资源库。全套丛书按专业分类,包括经济学、战略管理与组织、管理科学、财务与金融管理、会计、市场营销、商务技能等7大系列、60多个品种。

为了保持原作的原汁原味,这套丛书是以英文原版的形式出版的。这样可以避免因翻译而造成的歧义和出版时间的滞后,以便让读者能亲身体味原作者的精彩文风,并在第一时间洞悉经济管理学科各个领域的最新学术动态。

由于作者所处的社会、政治环境的不同,书中所述难免有不妥之处,请读者在阅读时注意比较和鉴别,真正消化吸收其中的精华,这也就达到了出版者出版本套丛书的目的。我们真诚地希望这套《世界经济管理文库》的出版,能为提高中国的MBA教学水平、推动中国的改革开放事业尽点绵薄之力。

机械工业出版社

1998年8月

# 序 言

当前，我国正处于知识经济初露端倪的时代，管理科学已经成为兴国之道，这给我国工商管理教育带来新的机遇与挑战。今年9月，又将有4000余名工商管理硕士生满怀着理想与希望进入各大学学习。一大批机关分流干部与经贸委系统的管理人员也要经过入学考试，在职学习并申请工商管理硕士学位。如何办好工商管理硕士（MBA）项目，为国家和社会培养出一批又一批符合市场需求的高质量工商管理硕士，是全国可以授予工商管理硕士学位的56所院校所共同考虑与研究的问题。

在这里，MBA课程设计是成功的关键环节之一。记得在1984年的夏天，在加拿大国际开发总署的资助下，加拿大蒙特利尔大学、麦吉尔大学、康克迪亚大学以及魁北克大学蒙特利尔分校的教授们为中国人民大学的年轻教师讲授了管理经济学、会计学、管理学以及管理信息系统等MBA课程。在1985年夏天，加拿大的教授们又讲了另外4门MBA课程。当时，我并没有真正了解这些MBA课程与我过去所学的管理课程在实质上有多大的区别，也没有理解这些课程之间的内在联系，对于MBA核心课与选修课以及专业的主修与副修的区别与联系更是知之甚少，只是感

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到加拿大教授的教学在内容和手段上与我们传统方式有较大的区别。1988年初，我到加拿大麦吉尔大学管理学院研修后，才真正对MBA的课程设计有所了解。此后，我先后到美国布法罗纽约州立大学管理学院与澳大利亚悉尼科技大学管理学院任教，又对MBA课程之间的内在联系有了更切身的体会。为了更好地了解美国MBA教育的新潮流，今年6月，我又随中国管理学院院长代表团考察了美国著名管理学院，出席了在芝加哥举办的“全球管理教育论坛会”。

综观北美的工商管理教育，在全球化、信息化与整合化的挑战下，实在是强调其实用性。纵然有的教授学者看重自己的象牙宝塔，勾画着纯理论的模型与理论。但在MBA的教育上，美国现有的750余所管理学院，特别是为美国管理学院联合会（The American Assembly of Collegiate School of Business, AACSB）所承认的300余所管理学院，培养目标明确，课程设计体现出其为社会需求与市场服务的宗旨，没有半点的含糊。美国著名的管理院校明确自己的教育使命，把视野放在全球与创新上，不断地迎接新的挑战，将所授的知识与社会的实际需求密切地结合起来，期望培养出真正的高质量的管理人才。例如，哈佛商学院明确地提出，该院的使命是“影响企业的实践”，培养全面的管理者（general managers），指出“我们要对企业的领导人在如何完成他们的工作上，即在他们如何提出与解决问题、确定战略方向和采取行动上施加重大的影响。同时，我们鼓励从实践中获得反馈，以便了解这些领导人如何在实践中应用我们的思想与知识，从而进一步发展与提炼我们的理论与知识。”麻省理工学院斯隆管理学院的使命“尊重有用的工作”，“为产业提供服务”，提出“作为管理教育与研究的世界领导者，麻省理工学院斯隆管理学院要培养能在快速发展与高度竞争的全球企业环境中获得成功的管理者。当前持续不断的技术创新已成为每个产业各个方面生产力和增长的关键，因此，这正是我们的时机。”伯克利加利福尼亚大学商学院从学院的成立始，就将教育的重点放在国际与企业家的舞台上，研究迅速发展的全球经济，为学生提供创新的学习机会。

根据上述的使命，美国著名的管理学院教育模式基本上有三大流派：一是以哈佛商学院为代表的培养全面管理人员的模式。斯坦福商学院的培养方式也是属于这种模式。他们培养的是全面的MBA，而不是专业化的MBA，通过

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为学生提供必要的专业知识，使之毕业以后成为企业或其他组织中高层的有效的全面管理者，而不是职能部门的管理人员。二是以芝加哥大学管理学院为代表的培养专业管理人员的模式，其方向是为企业和组织培养专业的管理人员。斯隆商学院亦属于这种类型。三是介于两者之间的模式。美国多数管理院校采用的是这种培养目标，如伯克利商学院、西北大学的凯洛格商学院、洛杉矶加州大学、康乃尔大学管理学院以及杜克大学管理学院等。因此，各个管理学院在其课程设计上有着不同的战略重点。

哈佛商学院MBA课程设计的思路是“在日益增长的全球商务环境中，提高学生进行战略性与关键性思考的能力。”斯坦福商学院MBA课程设计的思路是“确保学生获得管理运行的知识，了解企业运行的经济、政治和社会环境，以及掌握作为管理者所必须的行为技能。”同时，“MBA项目也要设计成为一种可以终身学习的模式。这样，今天的学生将在今后贯穿其事业的复杂而快速变化的管理世界中有能力自如地作出调整。”斯隆管理学院MBA课程设计的思路是“对日益增长的市场全球化和密集的竞争正在改变工作性质的这一事实作出反映。”哥伦比亚商学院MBA课程设计的思路是“让学生掌握作为管理者能够在全全球经济中进行有效竞争所需的基本学科与应用的职能领域。”

总之，这些学院在设计MBA课程时，首先，考虑的是学生要了解全球的竞争环境。其次，考虑学院所在的地域和环境。例如，哥伦比亚商学院极其强调该院处于纽约这个金融中心，其战略重点是国际、金融和纽约，培养出的学生要适合在国际大城市从事金融工作。因此，该学院在课程设计上就对财务与金融等相关课程有所侧重。再次，考虑学院自身资源的特点，如斯隆管理学院在技术管理上设置较多的课程，而哈佛商学院则在全面管理与竞争战略课程上有所突出。最后，要使学生获得相关的专业知识，了解研究与实践的前沿，如企业伦理、领导精神、创新、以及企业与政府关系等。

在课程设计的内容上，美国管理学院根据自己的情况，多按传统划分为核心课程与选修课程。课程内容上并不划一，门数上也多少不等。在学习核心课之前，学生要预先学习计算机应用和技能、商务沟通以及基本数量分析方法等课程。在核心课上，各学院基本上开设了经济学、统计或数据分析、会计、财务、市场营销、运作管理、组织行

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为、人力资源管理、战略管理以及公共管理等课程。当然,也有例外。芝加哥大学管理学院就不设置核心课。在选修课程上,除哈佛商学院外,各学院基本上设置了专业,如管理经济学(Managerial Economics)、会计(Accounting)、财务管理(Financial Management)、税收(Taxation)、管理科学(Management Science)、信息系统(Information Systems)、市场营销(Marketing)、组织行为学(Organization Behavior)、人力资源管理(Human Resource Management)、国际商务(International Business)、战略管理(Strategic Management)以及公共管理(Public Management)等。最具特色的是斯隆管理学院的课程设计。该学院除了设计出体现管理基础原理和技能的六门核心课以外,根据学生今后所要从事的工作方向,创造性地设计自我管理模块(Self Managed Track)与管理模块(Management Track)。自我管理模块包括应用宏观与国际经济学、财务管理或财务理论、信息技术、产业关系与人力资源管理、运作管理导论和市场营销导论等六门课。如果学生希望将来从事较为全面的管理工作,则可以选择自我管理模块。而学生希望成为更专业的管理人员,则可以选择管理模块。在这个模块中,有六个分模块,即战略管理与咨询(Strategic Management and Consulting)、新产品与风险开发(Product and Venture Development)、信息技术与企业变革(Information Technology and Business Transformation)、金融工程(Financial Engineering)、财务管理(Financial Management)以及制造与运作(Manufacturing and Operations)。这种设计打破传统职能性课程的框架,切实反映市场的声音,力图符合具体职业领域的要求,使学生能在今后的工作中更快地进入某个具体的管理角色。

我国工商管理硕士教育总体来说,还处在试点阶段之中。在课程设计上,全国工商管理硕士教育指导委员会规定了核心课的指导大纲。经过多年的建设,MBA核心课的教材已经初步满足教学的需求。当然,在质量上还有待进一步完善。随着MBA教学的深入发展,一些院校在培养全面管理人员的基础上,进一步根据自己院校的区域环境和办学条件,探索开设专业方向,以便培养出更适合社会需要的专门管理人才。这就对课程设计提出了新的要求,希望有更专门化的课程支持不同的专业方向。这不仅对教师的科研提出了更高的要求,而且对教材的建设也提出新的

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需求。教材不足便是当前工商管理教育中最大的困惑之一。

为了满足工商管理专业方向的发展以及相应的课程设计，在中国人民大学工商管理学院的策划下，机械工业出版社推出了英文版的《MBA专业精品教材》，填补教学用书中空白，力图缓解MBA各专业教学上的急需。在这套丛书中，我们精心选择了北美在经济学、战略管理与组织、管理科学、财务与金融管理、会计、市场营销以及商务技能等7个专业的英文版教材，期望对国内各管理学院所开设的管理专业有所帮助。同时，有志于学好MBA某个专业的管理人员、研究生甚至本科生也可以通过系统地学习该专业所列的教材，掌握个中三昧。

当然，在学习西方的管理理论与经验时，需要认真对待其内在的文化底蕴。正如同样是绘画，西方的绘画注重光线与颜色，体现出一种形象思维，而中国画则注重线条，体现出内在的逻辑思维，从而表现出中国文化与西方文化的差异。本世纪初以来，我国知识分子一直在研究与吸收西方文化，力图西学中用。正如有人所讲，学习的方法有三种形式，一是鸟瞰的方法，二是仰视的方法，三是平视的方法。鸟瞰者，持才傲物，看不起其他民族的文化，更看不起其他民族的管理理念与方法。仰视者，自卑自弃，看不起自己民族的文化，盲目追求其他民族的管理理念与方法。要真正作到西学中用，而不是仅仅学到一些皮毛的话，则需要运用平视的方法，拉开距离，去观察与学习世界上一切优秀的管理理念与方法。今天，我们利用西方的管理理论与实践，是为了更合理地推动中国的管理教学与科研，促进中国的管理实践，切不可邯郸学步，而是真正做到“以我为主、博采众长、融合提炼、自成一家”。

徐=明 博士

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全国MBA教育指导委员会委员  
1998年盛夏于北京

# PREFACE

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*Commercial Bank Management* examines banking as we know it today and as we believe it will be tomorrow. Its primary mission is to provide an understanding of the problems and issues bankers wrestle with daily and the management tools needed to effectively grapple with them. Like previous editions, the third edition is designed not only to educate those students who are planning on, or contemplating, a career in banking, but also to help those who are already employed in the industry to improve their management skills. However, this text is more than just an educational tool for today's bankers and future bankers, it is an important resource for all of us as bank customers. Each of us, as individual bank clients, needs to understand what bankers can and cannot do for us in terms of credit, savings, and other important financial services. As this book elucidates, bankers worldwide are facing an increasingly deregulated marketplace that is intensely competitive, with a rapidly growing roll call of domestic and foreign financial-service competitors, and this affects the quality of services banks are able to offer.

This book has another mission as well—to illustrate how critical commercial banks are to the functioning and well-being of the economy. When bank loan and deposit-creating activities decline (as happened during recent economic recessions), our standard of living, the availability of jobs, and the viability of the businesses we work for and trade with are all threatened. When banks cannot or will not make new loans or create new deposits, *every* individual and institution in the economy is affected.

## THE CHALLENGES OF MODERN BANKING

A generation ago the world of banking was much simpler and safer than it is today. Regulation not only severely limited the range of bank management decision making, but also sheltered the industry from the risks of the financial marketplace and insulated one type of financial institu-

tion from another. For example, in the United States until the 1980s, savings and loan associations were confined by regulation primarily to the role of supporting the housing industry through home mortgage loans, and they were given special advantages for attracting long-term savings from the public. Credit unions were chartered and protected by the government to stimulate the growth of small savings deposits and to provide small consumer installment loans to their members on relatively generous terms. Commercial banks were given a virtual monopoly by government regulation to sell checkable deposits and other payment services, and they concentrated their lending activities predominately on businesses and governments. Thus sheltered and isolated by government regulation, these different kinds of financial institutions rarely failed. For example, during the 1950s and 1960s, the average number of forced bank closings each year could be counted in single digits. The public came to view all depository institutions in much the same light—their services seemed virtually identical, and one financial institution appeared to be about as safe as another.

That relatively simple world of banking a generation ago has been swept away by the hammer blows of increasingly global competition, rapid inflation, unstable currency prices, changing regulations, and a volatile global economy. Moreover, the ongoing technological revolution, combined with government deregulation of the banking industry in country after country, has stimulated more aggressive financial management practices. Scores of banks and other financial-service businesses have failed or have been absorbed by larger and more successful firms. For example, during the 1980s and early 1990s, the United States witnessed the greatest numbers of failing banks since the Federal Deposit Insurance Corporation was founded in 1934. Indeed, for the first time in American history, the FDIC's insurance reserves backing the public's deposits actually declined and soon approached exhaustion before the U.S. Congress stepped in to grant the FDIC new borrowing authority. It has been said that banking in an earlier era was concerned mainly with the prudent management of assets and liabilities. Banking in the modern era, on the other hand, is immensely more concerned with *risk*—how to manage risk and still earn sufficiently high returns to retain owner's capital and remain viable. The measurement and management of *risk* for banking institutions are central themes of this book.

## THE DYNAMICS OF BANKING TODAY

Banking is a dynamic business. Today, it is beset by momentous changes in virtually every facet of industry activities. Historically one of the most closely regulated of all industries, banking is gradually being deregulated in the United States, Australia, Canada, Western Europe, Japan, and other nations around the globe. The speed with which old rules are being swept

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away and new rules put in place varies greatly from nation to nation; this has given some bankers clear advantages in freedom and flexibility over their competitors and has resulted in dramatic shifts in the market shares of leading international banks. Japanese banks, for example, moved to positions of global leadership in the 1980s, while more recently, banks headquartered in Germany, France, and Switzerland have also scored major gains in their global market shares. Meanwhile, U.S., British, and Canadian banks continue to battle to maintain their global shares and remain competitive in the race for financial-service business from the world's largest corporations.

As if the stresses and strains of global competition and deregulation are not enough, the industry also finds itself in the midst of a *technological revolution*. The technology of information processing and communications is changing so rapidly that even relatively new techniques for electronic processing and the transfer of financial information are quickly becoming outdated. Bankers can meet most of their customers' service needs today over distances of thousands of miles via satellite, telephone, cable, and fax communications supported by high-speed computers. The industry is being transformed from labor-intensive production and delivery methods to increasingly capital-intensive methods, requiring huge commitments of capital equipment in order to automate the production and delivery of financial services. Unfortunately, the introduction of vast amounts of automated capital equipment builds in high fixed costs, which bankers must fight to overcome by achieving a high volume of sales. The result is a heavy emphasis on growth in bank size in the belief that banks must be much larger today than in the past if they are to be efficient and remain competitive.

Today, geography has become less and less a barrier to the delivery of banking services. Due to advances in information technology and government deregulation of banking, the market for banking services will become broader and broader. In the United States, the federal government acted in 1994 to allow nationwide banking and, eventually, interstate branching by bankers for the first time in half a century. As a result, bankers today find that their principal competitors are not necessarily in the same city, state, or even within the same nation. Moreover, the top competitors of banks today include more than just other banks; they include major securities dealers (such as Merrill Lynch, First Boston-Credit Suisse, Salomon Brothers, and Nomura Securities), pension funds, insurance companies, mutual funds, and credit unions. These financial firms offer comparable services and, in many cases, are less constrained by regulations than many banks are. This worldwide thrust of modern banking has been captured in numerous places in the chapters of this book. Financial service competitors are increasing by the hundreds, with a rivalry so intense that profit margins are often razor thin. Worldwide, bankers must count increasingly on high sales volume and close control over their operating expenses just to survive.

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## THE CONTENT OF THIS BOOK

In order to fulfill its mission to both prospective bank managers and those interested in banking as consumers and concerned citizens, this book approaches the industry from several different vantage points. Its six principal sections are:

- Part I (Chapters 1–5) introduces the services banks offer, the career options available, how banks are organized, the principal laws and regulations governing the industry, and how to analyze bank financial statements and evaluate bank performance.
- Part II (Chapters 6 and 7) focuses primarily on the rapidly developing techniques of asset-liability management—the many tools banks have available today for dealing with risk exposure, especially the risk associated with changing rates.
- Part III (Chapters 8 and 9) examines how banks decide what government bonds and other securities they will acquire and highlights the unique liquidity problems banks must deal with as they manage their cash positions.
- Part IV (Chapters 10–14) is devoted to the raising of bank funds, reviewing the pricing tools and other techniques by which banks sell deposits, borrow in the money market, tap off-balance-sheet funds sources, and manage their owners' capital.
- Part V (Chapters 15–19) discusses bank lending and the pricing of bank loans to businesses and individual consumers.
- Part VI (Chapters 20–22) addresses how and why new banks and new branch offices are created, the bank merger and acquisition process, and expansion into international banking.

Finally, the book concludes with three realistic cases, dealing with analyzing bank performance and making commercial loans; these cases are appropriate for classroom discussion as well as for individual and team assignments. A wide variety of additional cases discussing the making of consumer and business loans, chartering a new bank, raising bank capital, and making a merger decision, as well as the solutions for all cases, appear in the Instructor's Manual.

## NEW FEATURES TO THE THIRD EDITION

1. *International banking topics* are more integrated throughout the text than in the previous edition, as well as being covered in Chapter 22. Also, international examples are listed in front of the book for quick reference.
  2. The *establishment of new branch offices and customized facilities*, such as ATM machines, is included in Chapter 20.
  3. The *1994 Interstate Banking law and recent interstate expansion* are covered in several chapters, especially Chapters 2 and 3.
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4. Revised and significantly expanded coverage of *asset/liability management* has been moved closer to the front of the book to Chapters 6 and 7 due to the growing emphasis in banking on interest-rate risk.
5. Throughout the text *several areas of growing importance in banking have been significantly expanded* including:
  - Demographic changes occurring in banking's customer base in Chapter 1.
  - The controversy over the proposed repeal of the Glass-Steagall Act in Chapter 2.
  - Loan-backed securities and prepayment risk in Chapter 8.
  - New types of bank investments, such as structured notes and the impact of new tax laws in Chapter 8.
  - Cost analysis of bank deposit and loan services in Chapters 10 and 15.
  - More information on the Truth and Savings Act and how it will change the pricing and advertising of deposits by banks selling deposit services in the United States in Chapter 11.
  - Securitization of assets in Chapter 13.
  - Recent changes in international capital standards to deal with a broad range of bank risks in Chapter 14.
  - New rules for the market valuation of bank assets in Chapter 14.
  - Regulation of lending and bank environmental risks in Chapters 15 and 16.
  - Electronic banking and automated bank facilities in Chapter 20.
  - Loan pricing, deposit pricing, and taking of collateral in Parts IV and V.

## PEDAGOGICAL FEATURES

Several unique and important educational aids are included to assist the reader in understanding the material more thoroughly:

- Each chapter opens with a *Learning and Management Decision Objective*, which describes the principal goal of the material.
  - *Key terms* are listed at the end of each chapter. They are also identified in boldface within the body of the text to guide the reader toward a clear definition of each term.
  - A *Glossary of Banking Terms* is listed at the end of the text.
  - *Concept checks* are included after each major section to help determine whether the reader understands the material just presented.
  - A generous number of *end-of-chapter problems* is included, as well as extensive references. Many of the problems offer alternative scenarios to illustrate what happens if the facts involved shift or the assumptions suddenly change.
  - Many *new boxed readings* introduce the reader to current trends in banking and bank management, including new service areas in banking,
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such as sales of mutual funds, insurance, security underwriting, and brokerage services.

- Numerous *diagrams, exhibits, tables, and real-world examples* from the banking industry are integrated throughout the text to help clarify important points.

## ACKNOWLEDGMENTS

The author has benefited in many ways from the criticisms and ideas of banking professors and experts in the banking field. Several well-qualified professionals have read and criticized the text as it has progressed through three editions. These committed and talented individuals include Oliver G. Wood, Jr., University of South Carolina; Edwin Cox, Boston University; James E. McNulty, Florida Atlantic University; Tony Cherin, San Diego State University; Edward C. Lawrence, the University of Missouri-St. Louis; James B. Kehr, Miami University; Emile J. Brinkmann, the University of Houston; David G. Martin, Bloomsburg University; David R. Durst, the University of Akron; Nelson J. Lacey, the University of Massachusetts-Amherst; William Sackley, the University of Southern Mississippi; Iqbal Memon, Fort Lewis College; and David Rand of Northwest Tech College in Ohio.

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## A NOTE TO THE STUDENT

Banking is one of those indispensable industries about which few of us can afford to be ignorant. As recent problems in the economy have demonstrated, our lifestyles and living standards often depend heavily on a bankers' willingness to extend credit, deposits, and other financial services to us as individuals and to the businesses and institutions we work for and trade with. But banking is changing so quickly today that we cannot be content with merely a casual inquiry. This book is designed to help you dig deeply into this fascinating and frequently trouble-plagued industry in order to master established principles of bank management and to confront head on the perplexing issues of risk, regulation, technology, and competition that bankers see as their greatest challenges for the future.

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The text contains a number of pedagogical aids to help you accomplish this task. In particular:

1. Each chapter begins with a *Learning and Management Decision Objective* to provide you with a grasp of the chapter's goals. The management decision objective attempts to convey what a bank manager should find of particular interest in each chapter.
2. A list of *Key Terms* appears at the end of each chapter so that you may review them before you proceed to the next chapter. Each term is presented in bold face where it is defined to help you spot it immediately.
3. A *Glossary of Banking Terms* at the end of the book supplies definitions of all key terms, so that when you are assigned a specific chapter, you can double-check your understanding by turning to the portions of the glossary where that chapter's key terms are defined.
4. *Concept Checks* appear in each chapter at crucial points to allow you to determine whether you have grasped an understanding of the material before you proceed.
5. *Problems* at the end of the chapter assist you in reviewing key points and equations. Many alternative scenarios are presented so that you can explore what happens if the facts involved shift or the assumptions suddenly change.

While this book presents several devices to help you along the way, like every textbook, it is locked in time. It presents a snapshot of an industry that is rapidly changing—a service industry that may soon be very different from what we understand banking to be today. Therefore, your journey toward understanding banks and the banking system cannot end here. A central mission of this book is to arouse your interest in banking practices and problems. If *Commercial Bank Management* makes you want to read and understand more about banking and financial services, it will have done its job.

This is a field where the amount of personal effort and your feeling of accomplishment are closely correlated, both in the near term and for a lifetime. Confidence, determination, and careful study usually pay off in banking, no matter what twists and turns the future may bring to this industry. Best wishes for success on your journey into the marketplace of modern banking.

Peter S. Rose