

CHAPTER 9

BANKING AND THE MANAGEMENT OF FINANCIAL INSTITUTIONS

CHAPTER OBJECTIVES

By the end of this chapter, students should be able to:

1. *Explain what a balance sheet and a T-account are.*
2. *Explain what banks do in five words and also at length.*
3. *Describe how bankers manage their banks' balance sheets.*
4. *Explain why regulators mandate minimum reserve and capital ratios.*
5. *Describe how bankers manage credit risk.*
6. *Describe how bankers manage interest rate risk.*
7. *Describe off-balance sheet activities and explain their importance.*

9.1 The Balance Sheet

LEARNING OBJECTIVE

1. *What is a balance sheet and what are the major types of bank assets and liabilities?*

Here we are going to learn how banks and other financial intermediaries are actually managed. We start with the balance sheet, a financial statement that takes a snapshot of what a company owns (assets) and owes (liabilities) at a given moment. *The key equation here is a simple one:*

$$\text{ASSETS (uses of funds)} = \text{LIABILITIES (sources of funds)} + \text{EQUITY (net worth or capital)}.$$

Liabilities are money that companies borrow in order to buy assets, which is why liabilities are sometimes called "sources of funds" and assets, "uses of funds." The hope is that the liabilities will cost less than the assets will earn, that a bank, for example, will borrow at 2% and lend at 5% or more. The difference between the two, called the **gross spread**, is the most important aspect of bank profitability. (The bank's expenses and taxes, its cost of doing business, is the other major factor in its profitability).

The equity, net worth, or capital variable is a residual that makes the two sides of the equation balance or equal each other. This is because a company's owners (stockholders in the case of a joint stock corporation, depositors or policyholders in the case of a mutual) are "junior" to the company's creditors. If the company shuts down, holders of the company's liabilities (its creditors) get paid out of the proceeds of the assets first. Anything left after the sale of the assets is then divided among the owners.

Chapter 9 Banking Management Financial Institutions

Lei Huang



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