THE EFFECT OF ACCOUNTING INFORMATION SYSTEMS ON STRATEGIC DECISION-MAKING AT STANBIC BANK, HEAD OFFICES, KAMPALA

BY

KUKUNDAKWE JOABS

1161-05014-04033

A RESEARCH DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT DEPARTMENT OF ACCOUNTING AND FINANCE IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF THE BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION (ACCOUNTING AND FINANCE) OF KAMPALA INTERNATIONAL UNIVERSITY

FEBRUARY, 2019

DECLARATION

I, **KUKUNDAKWE JOABS** declare that this research dissertation on the "The effect of accounting information systems on strategic decision making in commercial banks in Uganda: A case study of Stanbic Bank, Head Offices, Kampala" is my original work and to the best of my knowledge, has not been submitted for any award at any academic institution.

Student: **KUKUNDAKWE JOABS**

Reg. No: **1161-05014-04033**

Signed: ..... **Date:** 07/03/19

APPROVAL

This is to confirm that this research dissertation on "The effect of accounting information systems on strategic decision making in commercial banks in Uganda: A case study of Stanbic Bank, Head Offices, Kampala" is under my supervision and is now ready for submission to the College of Economics and Management of Kampala International University.

Signature: ..... **Date** 7/3/19

Supervisor: Mr. Timbirimu Micheal

DEDICATION

I would like to dedicate this piece of work to my dear parents for their endless support both financially and morally during my academic career without forgetting my brothers and sisters for their contributions. May the Almighty God bless you all.

ACKNOWLEDGEMENT

I thank the Almighty God for strength and good health which has enabled me to come this way and achieve the long dream of accomplishment of the degree. I acknowledge my supervisor his great support critical and professional support and guidance throughout my whole research.

TABLE OF CONTENTS

DECLARATION ii
APPROVAL iii
DEDICATION iv
ACKNOWLEDGEMENT v
TABLE OF CONTENTS vi
LIST OF TABLE ix
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the Study 1
1.2. Statement of the Problem 3
1.3 purpose of the study 4
1.4 Research objectives 4
1.5 Research questions 4
1.6 Scope of the study 5
1.6.1 Geographical scope 5
1.6.2 Content scope 5
1.6.3 Time Scope 5
1.7 Significance of the study 5
CHAPTER TWO 7
LITERATURE REVIEW 7
2.1 Introduction 7
CHAPTER THREE 40
RESEARCH METHODOLOGY 40

3.1. Introduction 40
3.2. Research Design 40
3.4 Sample Size 41
3.5 Sample Procedure 41
3.6 Sources of Data 42
3.6.1 Primary Data 42
3.8 Data Processing 43
3.8 Data Analysis 43
3.9 Ethical Consideration 43
3.10 Limitations 43
CHAPTER FOUR 45
PRESENTATIONS, INTEPRETATIONS AND ANALYSIS OF DATA 45
4.1 Introduction 45
4.2 Socio-Demographic characteristics of respondents 45
4.2.1 Gender of Respondents 45
4.2.2 Age of the respondents 46
4.2.3 Education levels of the Respondents 46
4.2.4 Marital Status of the Respondents 47
4.3 Findings on benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda 48
4.4 Findings on Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda 49
4.5 Findings on factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 50
4.6 Findings on relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 52

CHAPTER FIVE 54
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS 54
5.1 Introduction 54
5.2 Summary of the Findings 54
5.2.1 Socio-Demographic characteristics of respondents 54
5.2.2 Benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda 55
4.7 Factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 56
4.8 Relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 56
5.3 Conclusion of the Findings 57
5.4 Recommendations 58
5.5 Recommendations for future researcher 59
REFERENCES 60
APPENDICES 67
APPENDIX I: QUESTIONNAIRE 67
APPENDIX II: INTERVIEW GUIDE 71
APPENDIX III: TIME FRAME 72
APPENDIX III: BUDGET 73

LIST OF TABLE

Table 1: Showing Research Population 41
Table 1: Gender distribution of the respondents who participated in the study 45
Table 2 showing age distribution of the respondents 46
Table 3 showing education level of the respondents 47
Table 4 showing marital status of the respondents 47
Table 5: Benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda 48
Table 6: Extent to which accounting information system is beneficial at Stanbic Bank 49
Table 7: Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda 49
Table 8: Extent to which the challenges facing use of accounting information system are common at Stanbic Bank 50
Table 9: Factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 51
Table 10: Extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda 51
Table 12: Relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices 52
Table 13: Extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices 53

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, accounting information system being an asset of methods, people, procedures and devices regularly used to process business transactions, Hermanson et al, (1987), information is therefore much more useful when it is conveyed through a proper reporting system which gives it good qualities such as accuracy and reliability among others and this can be achieved by use of computerized accounting system. Business owners use accounting to record, report and analyze their company's financial information and in doing this, companies often generate several pieces of financial information from business transactions, and compile this information into general ledgers and journals, (Osmond, 2011). Historically, accounting will be a manual process using paper books and documents for financial information. Business technology has created significant advances in the area of financial management and accounting software.

In Africa, individuals and companies day by day hire accountants to help them carry out the mathematical requirements of accounting and balancing of books. Before the introduction of information technology into accounting, these accounting protocols will be being performed manually. However, today in most African states, many accountants and non-accountants like to use computer software to perform these duties, (Osmond, 2011).

In Uganda, the study of accounting information systems (AIS) combines a general business background with a focus on management information systems and accounting to prepare students for specialized careers in accounting, auditing, consulting, business analysis and management. Aside from the obvious importance of both accounting and information systems to businesses of all kinds and all sizes, employment projections from the Bureau of Labor Statistics indicate that studying AIS can lead to a career path that should be both stable and lucrative.

The accounting profession has emerged as one of the pillars holding all sphere of the Ugandan Economy which involves the individuals, organizations, co-operate bodies and the government. In our daily living, we are faced and challenged with the problems of Accountability, transparency

and otherwise which necessitates the need for accurate and timely strategic decision making as managers of ourselves, co-operate bodies and of firms.

The nature of accounting varies according to the perspective from which it is viewed, and the purpose that it is expected to serve. It generally concerns itself with the development and communication of quantitative information which is essentially of a financial nature. Kodjo (2009: 3). It is a discipline that is very jealously respected. Truly, a proper accounting system is the bedrock of a successful business, whether big or small, public or private.

Also, according to Okafor (2010), the accounting function is responsible for extracting, processing, summarizing, reporting and otherwise, managing all forms of financial information about the organization. The accounting information system for the purpose of this study are grouped into three complementary components which includes the financial accounting system, the management accounting system and the cost accounting system. The financial accounting system is concerned with financial record keeping, providing information regarding profit or loss associated with an organizations economic activities during a given period and the financial position attained at the end of each period.

Management accounting system is used to allow organizational planning, monitoring and control for a variety of activities. This allows managerial level employees to have access to advanced reporting and statistical analysis. The system can help management to choose an optimal answer among alternatives. The cost accounting systems are used in manufacturing and service environment. It allows organizations to track the costs associated with the production of goods and/or performance of services.

Stanbic Bank in Uganda is part of one of Africa's banking and financial services group, standard Bank. The bank was founded in Uganda as the National Bank of India in 1906, which after several name changes became Grindlays Bank. When the Standard Bank Group brought the Grindlays' network in Africa it also, in October 1993, re-established a connection with Uganda Stanbic Bank incorporated in Uganda. Stanbic Bank is licensed as a merchant banker. Stockbroker and financial adviser by the Uganda Capital markets Authority, which licensed the Uganda Securities Exchange in June 1997.

Stanbic Bank remains a dominant bank in the banking sector in Uganda and remains the only bank with the highest network in Uganda, currently with over 70 branches and 118 ATMS spread all over the country. The bank has rolled out several new products with the aim of improving service delivery to its customers as well as widening its product offering to meet its clients banking requirement. Among the new products launched were mortgages and transactional accounts called Pure Save and Transact Plus that offer greater flexibility to its customers. The new services introduced were internet banking that enables the customers to transact from any place that has internet connectivity while a new information technology platform known as Business online was launched enhancing the banks electronic banking offering to corporate clients.

In addition, the accounting information system can provide advanced analysis for improved resource allocation and performance tracking. It is also responsible for providing timely and accurate financial and statistical reports for internal strategic decision making and for external parties such as creditors, investors and regulatory and taxation authorities. Today, the systems uses modern information technology resources together with traditional accounting controls and methods to provide users such as shareholders, investors, employees, creditors and debtors with the financial information necessary to manage their organizations. Furthermore, the system provides the yardstick for measuring the performance of a business organization and also serves as an instrument through which the management make decisions, formulate policies, strategies and its implementation and control. It was against this background that the researcher wished to delve in to see the extent to which decisions are fully made in order to formulate policies, implement and control them using the accounting information systems.

1.2. Statement of the Problem

Today's organizations level playing managers have the duty of planning, organizing, directing and control which aids them in quick strategic decision making. Quick strategic decision making is one of the problems facing the management of every company, big or small which enables it to formulate policies, implement and control results. In the past, researchers have tried to find out how these managerial strategic decision making has been influenced using traditional accounting information systems, with regards that, firstly, many business failures even in the developed world continue to occur inspite of engaging top flight accounting firms. Secondly, lack of skilled professionals for the preparation of and presentation of accounting reports to management through

a proper system of technology. Thirdly, published financial statements do not reflect a true and fair view of the company assets and liabilities owing to lack of efficiency.

The study was also to examine the system used by management in collecting information, keeping and safeguarding an important accounting record which to majority of companies is a problem.

1.3 purpose of the study

The purpose of the study was to find out the relationship between Accounting information and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

1.4 Research objectives

i. To determine the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda
ii. To find the challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda
iii. To establish the factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda
iv. To examine the relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

1.5 Research questions

i. What are the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?
ii. What are the challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?
iii. What are the factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda?
iv. What is the relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out from Stanbic Bank Uganda Limited, Head Offices branch, Kampala. The bank was located in heart of Kampala City hence it was of convenience to the researcher in terms of its' type of business, the researchers' area of residence, language and availability of data for the research work.

1.6.2 Content scope

The research centered the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda, challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda, the factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda and the relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

1.6.3 Time Scope

The study covered financial reports generated within the period of 2010 to 2018. This period being the most recent and given the limited research time frame, the researcher was not being able to cover reports of more than two years.

1.7 Significance of the study

This research paper will be of prime benefit to the management and staff of Stanbic Bank Uganda Limited, not only for the Head Offices branch, Kampala for other branches as well, since it will enable them identify and understand the risks and problems associated with computerized accounting and financial reporting and how best to combat such problems.

This information will also be of great importance to other business companies and bodies that have adopted and those that are yet to adopt the system of computerized accounting in knowing the pressure points to be emphasized and well managed in order to pursue the system successfully.

The study will also be of great benefit to the students who will be able to access this information that will guide them in research and equip them with knowledge as far as manual and computerized accounting is concerned and the importance of computerized accounting as far as financial reporting is concerned.

1.8 Conceptual framework

Independent variable

Accounting information

- People
- Procedure and Instructions
- Data
- Software
- Information Technology Infrastructure
- Internal Controls

Dependent variable

Strategic decision making

- Better decision
- Informed decisions
- Proper planning
- Achievement of set objectives

- Company policies
- Organisational Culture

The above conceptual framework focuses on accounting information as the independent variable whereas the dependent variable concerns strategic decision making. The dependent variable concerns better decision, informed decisions, proper planning and achievement of set objectives and the independent variable concerns People, Procedure and Instructions, Data, Software, Information Technology Infrastructure and Internal Controls. However this is intervened by the company policies and organisational culture.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses and reviews similar or related researches and literature published by other authors' articles, books, journals, reports and previous dissertations related to the topic in question and its variables in order to give an insight into the study as well as expressing the need for this study.

2.2 Benefits of accounting information system

Efficiency

Bailey and Sammy (2011) noted that computerized financial information systems are faster and more efficient in processing data. The use of hardware such as scanners automatically generates accounting information without much ado. The information is available almost immediately. The cost of hardware such as computers is low and the availability of cheaper and user-friendly accounting software makes accounting information systems affordable. Computerized financial systems enable users to access it promptly by the click of a mouse. Unlike manual, which by the way is still very much in existence as some companies want to keep both electronic and manual accounting information systems, the user does not have to go through a pile of paper work in order to locate the information he needs.

Cost Effectiveness

Accounting information system makes the maintenance of a bloated financial department irrelevant (Barry and Cushing, 2012). The software does most of the work that would otherwise require several employees. The accounting software can journal and prepare documents such as the trial balance. Journals and ledgers are recorded in the computer data bases. There is also software that can perform functions such as billing budgeting and preparing payroll. Accounting information systems help cuts the payroll for accounting staff substantially (Beximco pharmaceuticals, 2011)

Business Transactions

Birungi, (2000) argued that an accounting information system is designed to record all transactions of a business. An accounting clerk enters all business transactions into the program and the transactions automatically are posted to the corresponding accounts. This is important because any time information is needed, it can found on the computer and is organized.

Accounts Payable

Claphma, S & Schwenk. C, (2012) suggested that an accounting information system allows for easier payments made on accounts payable. Many systems are designed to pay all bills due with a click of a button. A date is selected and checks are automatically made out for all bills due. Most systems allow a clerk to unselect certain bills if a company is not ready to pay a specific bill.

Accounts Receivable

Corner. R (2014) suggested that this type of system also allows for easier billing. Information is recorded on the system and a clerk chooses when to print bills. This is done daily, weekly or monthly, depending on the business. The system generates all bills efficiently and easily for the clerk.

Financial Statements

An accounting information system generates all financial reports without the clerk calculating anything (Corner. R, 2014). The dates for the reports are entered into the system and the computer generates reports for that specific period. This comes in handy when a report from a different period is needed immediately. The system has the capability of producing reports for any period that the information was recorded for.

Year-End Closing

Corner. R (2014) further noted that year-end closing is often a tedious process for an accountant. An unadjusted trial balance is created, adjusting entries are made and recorded, an adjusted trial balance is calculated, closing entries are made, and, finally, a post-closing trial balance is

generated. This process is complicated and time consuming, but with an accounting information system, the computer does most of the work on its own.

Saves Time:

Magdalene M, (2010) argued that paper works are involved in manual accounting; all the accounting activities are carried out on paper manually and obviously, it takes much time and resources for the average business organization and most especially, a financial institution that still uses the manual system. Accounting Information saves a lot of time where in, the employee has to record the transactions and all the other calculations would be carried out by the software either automatically or by a request.

Accuracy:

Magdalene M, (2010) again, that Accounting Information is not only speedy but also accurate. With a computer being used to collect data and change it into meaningful information that is used by management to make timely and effective decisions, the computer carries out the entire data processing through classifying, sorting, calculating, summarizing the data and production of reports, as stated by Birungi (2000). This entire process helps to minimize the risk of miscalculations and other human errors that could have emerged as a result of manual data processing.

Security:

Dastgir M and Sajady H; (2011) mentioned that with the manual accounting system, every record is on paper and in case of any uncertainties such as heavy floods, landslides and fire outbreaks, the useful data may all be lost, and yet with the Accounting Information system and the introduction of internet and networks in the information technology world, an easy backup and restoration system as well as the use of passwords to avoid unauthorized parties from accessing the data, keeps the information secure.

Less Costly

Some arguments may stress that manual accounting can be handled with cheap work force and resources and that it is reliable as it is done manually with minutes of observations (Magdalene M,

2010). However, the level of competition in the business world of today is tight and even growing tighter day by day and if a business with an aim of being successful does not consider the aspect of time especially as far as strategic decision making is concerned, then that business stands to lose. Accounting Information in this case may be more costly than manual accounting in terms of cheap work force but its output actually overweighs its cost.

Level of Output

Magdalene M, (2010) also argues that Accounting Information can actually handle thousands of calculations simultaneously and accurately as compared to manual accounting where by transactions are handled one at a time and even needs much time to do that as well as being characterized by human errors and mistakes in calculations which may eventually affect the final output of information and hinder effective strategic decision making.

2.3 Challenges facing the use of accounting information system

Learning the System

Dastgir M and Sajady H; (2011) revealed that learning an accounting information system can often be difficult and time-consuming. Individuals must be trained on a system, and this can cause a disadvantage to companies in terms of time and manpower. An accounting information system is made up of many different components, and almost all systems are computerized. Because of their complexity, some people may find them hard to use. It can take weeks or months for a person to understand an accounting system, and usually the individual still does not understand completely what the system is capable of. If the employee quits working at the organization, it can take weeks or months, once again, to train another employee.

Loss of Information

Drucker Peter F. (2009) suggested that accounting information systems are usually computerized. Because of this, there is always a risk of losing information through power outages or system crashes. When this happens, there is a chance that all the information in the system could be lost. Companies take precautions for this problem by backing up their files regularly and performing standard maintenance on all computer systems. They also install anti-virus software as another

precaution. Still, none of these steps eliminates the potential problem that may occur. Accounting information systems store a company's financial information for years. If a system crash occurs, it causes a major disadvantage to the company. All, or some, information is lost, and there's a chance it may never be recovered.

Re-evaluation

Dastgir M and Sajady H; (2011) mentioned that companies often change their way of doing business to keep up with the latest trends. To keep up in a demanding business world, these changes may impact an accounting system. An accounting information system is difficult to set up because every company is unique in its own way. In order to keep up with changes, accounting information systems must be re-evaluated often. Changes often need to be made in a system in order to process information efficiently. This can be a disadvantage to companies because it takes time for the re-evaluation, and it costs money.

Drucker Peter F (2009) revealed that using an accounting system comes with its own set of problems, such as the need to protect against data loss through power failure or viruses, and the danger of hackers stealing data. Computer fraud is also a concern, and you need to instigate a system of controls for who has access to the information, particularly customer information. If there is a security breach and data is stolen, management can be held personally liable for the loss of data. You also need to make sure that the data has been correctly entered into the system, as a mistake in data entry can throw off a whole set of data.

2.4. Factors influencing strategic decision making in organisations

Objectives of a firm:

Duhaime and Schwenk C (2015) suggested that efficient or optimal decision-making requires a goal or objective be established. That is a management decision can only be evaluated against the goal that the firm is attempting to achieve. Traditionally, economists have assumed the objective of the firm is to maximize profit. That is, it is assumed that managers consistently make decisions in order to maximize profit. That should be clear either in current year or in next year.

Economic factors:

According to Duhaime and Schwenk C (2015), a firm tries to maximize its profit. Many economists have challenged this concept; the firm may have other objectives such as sales maximization. Although it cannot be cleared that the preference for profitability is high. So that manager should consider if the set course of action is profitable or not, can be done with least cost or not. Demand forecasting, pricing condition, cost estimation will have to made for the purpose. It must consider the size of and direction of future changes in prices, demand, general level of economic activity, possible strikes, changes in fission, which affects the demand on the one side and on the supply side. Cost of machine, cost of borrowing, cost of renting space to store would be studied.

Technological Factors:

Frankwood & Alan Sangster (2005) suggested that there is significant role of technology in strategic decision making in the economic theory. Technology also influences the business decisions. The manager must consider the factor such as assessment and emerging new technological alternatives, the technological moves of competitors and emerging new technological and process in their planning and available resource allocation. The technological alternatives suitable to the situation should be taken as good for short run marketing or production decision. But the consideration of technological factor cannot be a basis for business decision with reaching at final decision, economic factor should also be considered well.

Human and behavioral factors:

Fyna .D. (2013) argued that the economic consideration is important in decision-making. Although managers may not always give top most priority to economic consideration. It should be taken into account the factors such as the impact of decision on employee's morale (determination) as in case of cutting of extra benefits of motivation. The small entrepreneurs may not be agreed to expand or diversify despite green signals ahead because they feel that expansion may strain their quiet life or may threaten their control over management. Manager must always consider constrain imposed upon him by forces at work within his own firm such as individual and collective interests and

pressures within the firm. Hence, the manager should base his final decision on both economic logic as well as human and personal thinking.

Environmental factors:

Gelinas Oram et al (2010) revealed that the firm's managers should be fully aware of the economic, social and political conditions curtailing the country while making business decisions. The environment existing in and out of the firm should be considered. The political and social consequences as to decision can't be overlooked. The importance of environmental factors is growing each day due to the following causes.

Public awareness:

Gerry and Kevan (2013) noted that the awareness of the impact of firm's decision on society is growing. Many pressure groups like political parties, consumer's forum, trade unions and other exist these days. The pressure groups watch secondly the nature and consequences of a decision whether decisions are harmful to their interest and they will protest the decision.

Social costs:

Graig and Babbette (2013) mentioned that the decision of firm has social through their productive activities like pollution, congestion, development of slums and others. Hence, the manager may have to take into account the environmental factors while making decisions. It should be considered carefully while making decisions of all the factors. But economic factors still play a dominant role in strategic decision making because the firms are commercial in nature.

Huber G and Power D (2014) noted that the managers cannot ignore the environment within which they operate. They must understand and adjust to the external factors, such as government intervention in business, taxation, business cycle fluctuation etc. Modern business has to keep itself well informed of changes in its environment and adjust its decisions accordingly from time to time.

2.5 Relationship between accounting information systems and strategic decision making

Huber G and Power D (2014) further suggested that Uganda has a very difficult economic situation some aspects of it are experiencing from disability of inflation rate where as other aspects are worse hit by deviating depression for our years now, the emphasis is on the restructuring of our economy. The international monetary fund (IMF) emerged with a difficult inter restructure measures (without regards to our socio-economic background) which were applied the area of our economist who can dictate. Economy is still running heedlessly into woods culminating in failure of business and pauperization of a great majority of Ugandans. Under the present economic dispensation very difficult to float with those who are unable to submerged.

In recent time, the use of judos relevant information and techniques in strategic decision making process of organization, individuals, corporate bodies are without questions (Kamukama , 2009). Application of accounting information make a clear designation about enterprises, corporate bodies, misread bank etc. in all cases accountant used banks used a certain strategies for the collection, analyzing, interpreting (Nkundabanyanga, 2014). Presented and communicating the information for the use of interested parties it remains the adaptation, application and implement of those information for the benefit of organization of there were being done as at when due, then multifarious failures in the business sector and domestic even government would not have been the problem. Then users are actually ware of these various accounting information and apply them in their production or investment on strategic decision making process at is based on accounting information actually raised efficiency level via cost minimization and wealth maximization.

Laundon and Laundon (2011) revealed that with the view of being independence, Ugandans had the view of a better tomorrow. We were able to feed ourselves and provide ourselves with social, economic and political endeavor. Subsequently our hopes seemed unattained which made the country becomes as strong as the Iroko tree. The idea had, was that it would be worst for Ugandans to our economic adverse situation raising its ugly head. This economic crisis has made financial institutions industries (large or small scale) go into distress at alarming rate and those who service this financial problem has form the onset prepared his/her firm against this ugly situation by mapping out all kinds of straggles example increase in price of this goods, adopts favorable production tool, engage in marketing etc.

Any business, firm, establishment that wants to survive this present day bad economy in Uganda must make a right decision, map out a good and competitive strategies to carry out his/her business successful. The price of any convincible item from garri and bread to electronic and educational items not to talk of the life wire of every man standing that is petrol which has presently made life unable for the adjust.

The economy is really in direstacts, the era of mile thumb is employing it, is a sure way final abysmaky (Mary Magdalene, 2010). Organizing human and natural resources intricately are the problems of various organization, effective planning and strategic decision making process. Other factors such as stag flatiron taxation, economic and political empowerment this research accounting, cost accounting as well as management accounting. There are other branches of accounting that would be favorable "Financial Accounting" is that part of accounting which covers the classification and recording of actual transactions of an entitling in monetary terms in accordance with established concepts, principles of accounting standards and legal requirements. It involved metamorphosed into a very complex web of inter-grated financial information system which modern organization cannot do without.

Nkundabanyanga S (2014) argued that it presents a broader, more overall view of the organization with primary emphasis upon classification according to type of transaction rather than cost and management accounting emphasis on functions, activities, products and process and internal planning control. Cots accounting and management accounting are very much intrinsically inter that is to say that the different between the two superficial so that definition of management accounting is the provision of information require by the management for use, identifying, presenting and interpreting of information used for.

Accounting information systems evaluation of accounting information systems, accounting information systems Development, Data and Transaction making under accounting information systems, the relationship between accounting information systems and strategic strategic decision making.

An information system can be defined as a set of interrelated components that collect or receive process, store and distribute information to support strategic decision making and control in organization (Laudon and Laudon, 2001).

Kroenke (1994) looks at the information systems as an "open, purposive system that produces information using input/output cycle. He further stresses that a nominal information system consists of the three elements: people, procedures and data therefore that people follow procedures to manipulate data. Accounting information systems (AIS) combine the study and practice of accounting with a design, implementation and monitoring of information systems. Such systems are modern information technology resources together with traditional accounting controls and methods to provide users the financial information necessary to manage their organizations.

According to Barry E, (1982) accounting information system is a sub system of management information systems but the most pervasive and often the largest of all information systems in a business organization because all members of the organization participate in some way in the generation of transacting data, as all managers utilize financial information to some extent in formulating decisions. Barry therefore defined accounting information systems as a set of human and capital resources within the organization which s responsible for the preparation of financial information and also information obtained from the collection and recessing of transaction data. This information is then made available for use by all levels of management in planning and controlling the activities of the organization.

In growing business organization, an information system undergoes limited life cycle because of ever changing needs of organizations, from the point of view at which it is borne to meet the needs not satisfied by its predecessor systems, the point at which it is replaced because of its failures to meet the needs of the business. This is due to rapid growth of organization and rapid changes in information processing technology.

Cole (1993) defined strategic decisions as the basic long term decisions which set the organization's relationship with its environment notably in terms of product or service and its market. These are the decisions which are the principle goals or objectives of the organization. Such decisions tend to be non routine and non repetitive, they are usually complex especially in terms of number of variable which have to be considered before final choices are made. -

Kamukama .N. (2006), strategic decision making is a fundamental exercise of management in the managerial processes. It includes the process of evaluating two or more alternatives leading to

final choice popularly known as alternative decisions. The strategic decision making is closely associated with planning of future and directed towards a specific objective or goal.

Strategic strategic decision making is the process of selecting alternatives among the available opportunities to make a decision that has a long term implication for the organizational performance.

In most business organizations, a few decisions make difference between superior performance and ordinary results, but strategic decisions are seldom easy. They call for high quality analysis and strategic thinking, in order to select the fifth decision from amongst the many possible options. They also depend on skills in managing the decision process, including sequencing activities, defining role, effective team work and handling the people

Graig and Babbatte (2003) revealed that management decisions differ depending on what level of organization they are made; who makes them and how structured are the decisions. They are therefore classified as strategic. Tactical or operational.

In their analysis, strategic decisions are impact that are generally rare in the organization's life, have significant resource allocation impacts, set of procedures or tone decisions down the organizational ladder and have potential material effect the organization's competitiveness within the market place. They are made by top managers and evolve determining long-term organizational goals and objectives.

In addition strategic decision affects the business direction of the organization and help to determine what markets to compete in Strategic decisions are generally structured.

A persistent bias in casual attribution has been identified among the executives performance. Executive tend to attribute good outcome so their own actions and qualities while attribution poor out comes to external factors such as environmental events and bad luck. Researchers disagree about the reasons for this attribution bias and the relationship between this bias and strategic decision making. Salancik and Meindl (1984) have argued that such biased attribution are used deliberately as part of strategy for managing perceptions for shareholders and other stakeholders in the company and encouraging an "illusion of management control", the illusion that management is in control of outcomes for the rim. Clapham and Scwent (1991), on the other hand,

view these biased attributions as part of executives, attempts to make sense of the changing environment in which they operate. In this view, these attributions are not merely an attempt to influence the beliefs of stakeholders. They represent the beliefs of the executive who make them.

Biases in recollection may affect decision maker's ability to learn from the past. Golden (1992) found evidence that executive's recollections of their past strategies are often biased. Executives recall past strategies as being more rational and consistent with current strategies than they really were. This finding indirectly supports the contentions of Hurber and Power (1985) and Sckwenk (1985) regarding biases in the executives reports other past decisions. To the extent that executive's memories of their own past strategies are distorted, they will be unable to learn the appropriate lesson from the past mistakes and will, as the cliché states, be destined to repeat them.

Effective Accounting Information Systems must provide the right information at the right time in order to enhance strategic decision making. In conclusion therefore, the establishment of efficient AIS would help an organization to achieve its planned goals and objectives. In addition, information is likely to be used effectively if it is seen as a resource which needs to be exploited to the best advantage by the whole organization and not just by an individual department.

The AIS design can be defined in terms of the information characteristics that it provides (Chenhall and Morris, 1986; Gul, 1991). Chenhall and Morris (1986) described AIS according to the perceived usefulness of four information attributes, namely scope, timeliness, level of aggregation, and integration. Scope refers to the measures being used and to the extension of AIS in time and space. Then information could focus on future vs. historical events or external vs. internal events. Also the information could be quantified in monetary or non-monetary terms. Timeliness refers to the frequency, speed of reporting and the orientation of the information (e.g. short or long run). Aggregation refers to the way data is aggregated in time periods, functions or in accordance with decision models. Finally, integration refers to the need of providing information to reflect the interaction and coordination effects of several functions in the organization. These four attributes have been analyzed for comparing AIS and organizational strategies and performance (Gordon & Miller, 1976). Only recently have studies begun to examine whether organizations systematically vary the AIS design to support their chosen strategy, recognizing that AIS have the potential to facilitate strategy management and enhance organizational performance (Gordon & Miller, 1976).

Hunton (2002) study, which investigated the relationship between automated accounting information system and organizational effectiveness; showed that there was strong relationship between accounting information system and organizational effectiveness, which means access to accounting information will lead to organizational effectiveness. Several recent studies on value of accounting information for equity valuation, share price and earnings prediction have queried current financial reporting model in the developed world. The same issue can be raised in Kenya about the value relevance of accounting numbers to investors. This assists the researcher to determine whether the result agrees or digresses from the previous studies.

Chenhall (2003) asserted that AIS plays a proactive role in the strategy management, acting as a mechanism that enables organizational strategy. Strategy has been examined using different typologies, such as Porter (1985) or Miles and Snow (1978). The latter has been extensively used in management literature (Ponemon & Nagoda, 1990). In the present study it is assumed that the organizational performance is a function of the financial performance, performance management and the AIS. Fitness will exist in the combination of strategy and AIS that contribute to financial performance.

Appropriate review between designing of AIS and performance of commercial units by analyzing strategies explains that high performance of commercial units depends on a wide range of accounting information systems (Boulianne, 2007). So many studies begun to examine whether organizations systematically vary the AIS design to support their chosen strategy, recognizing that AIS have the potential to facilitate strategy management and enhance organizational performance (Gordon & Miller, 1976).

Accounting information systems is an important mechanism of an organization that is vital for effective management decision-making in controlling organization (Zimmerman, 1995). Generally, AIS is classified in two categories: a: effective decision-making for information that is largely for control of organization and b: to facilitate information that is mainly used for coordination of organization in decision-making are used (Kern, 1992). Effectiveness of AIS to increase system integration is to improve internal communications throughout the organization (Huber, 1990). Top management team with various planning and management information system influences on strategic performance (Huber, 1990).

Internal controls encompass a set of rules, policies, and procedures an organization implements to provide reasonable assurance that; its financial reports are reliable, its operations are effective and efficient, and its activities comply with applicable laws and regulations. In managing an organization and implementing an internal control system the role of accounting information system (AIS) is crucial. An important question in the field of accounting and management decision-making concerns the fit of AIS with organizational requirements for information communication and control. Although the information generated from an accounting information system can be effective in decision-making process, purchase, installation and usage of such a system are beneficial when the benefits exceed its costs. Huber, (1990) agrees that automated AIS aids strategic decision making for management of organizations.

Existing literature offers scant evidence of the relationship between AIS and Management Accounting Information Systems (MAIS). AIS are considered as important organizational mechanisms that are critical for effectiveness of decision management and control in organizations (Oguntimehin, 2001). Accounting Information System (AIS) as one of the most critical systems in the organization has also changed its way of capturing, processing, storing and distributing information. Nowadays, more and more digital and on-line information is utilized in the accounting information systems (Oguntimehin, 2001).

Management is engaged with different types of activities which require good quality and reliable information. Quality information is one of the competitive advantages for an organization. In an accounting information system, the quality of the information provided is imperative to the success of the systems (Mondy, 1990). Quality of information generated from AIS is very important for management (Mondy, 1990). Business organizations often use accounting information systems to provide support for management decisions. Support usually includes financial analysis from company accountants. Analysis is often taken for the company's accounting information system. Using business technology, this system can process copious amounts of documents electronically for owners and managers (Mondy, 1990).

Management compares information about current performance to budgets, forecasts, prior periods, or other benchmarks to measure the extent to which goals and objectives are being achieved and to identify unexpected results or unusual conditions that require follow-up. In the same way that managers are primarily responsible for identifying the financial and compliance risks for their

operations, they also have line responsibility for designing, implementing and monitoring their internal control system. Internal controls typically center around the company's accounting information system, which is the primary function for moving financial information through a company. Therefore, internal controls help managers to monitor and measure the effectiveness of their accounting operations on performance (Ponemon & Nagoda, 1990).

Performance management has a key role to play in improving the overall value of an organization (Armstrong and Baron, 1998). Accounting systems are often the most important formal sources of information in industrial organizations. They are designed to provide all levels of management with timely and reasonably accurate information to effect on performance management and help them make decisions which are in agreement with their organization's goals (Anthony G, 2006). Organizational performance is one of the most important constructs in management research (Ponemon & Nagoda, 1990).

Hitt, Hoskisson, Johnson, and Moesel (1996) argued that there are two types of major internal controls associated with the management of large firms, particularly diversified firms, which have an important effect on firm innovation, these are; strategic controls and financial controls.

Strategic controls entail the use of long-term and strategically relevant criteria for the evaluation of business-level managers' actions and performance. Strategic controls emphasize largely subjective and sometimes intuitive \criteria for evaluation (Gupta, 1987). The use of strategic controls requires that corporate managers have a deep understanding of business-level operations and markets. Such controls also require a rich information exchange between corporate and divisional managers (Hoskisson, Hitt, & Ireland, 1994).

Thus, the relationship between AIS and organizational performance would be moderated by the strength of internal controls. According to the previous argument we analyze the contingency fit between AIS, management performance and organizational effectiveness using accounting data, strategic decision making and internal control process.

Salih (1983) evaluated the internal controls of Ethiopian Airlines, Nairobi branch office and concluded that lack of segregation of accounting and custodian functions was the greatest weakness of the Branch office. He argued that there is need to centralize cash receipts, establish

an internal audit, separate duties of purchase activities, establish perpetually inventory system for tickets. Due to the novelty of this subject the researchers found few studies regarding the impact of human resources on the accounting information systems of firms. Also it should be noted that almost all the studies found addressed the subject of the impact of human resources on the AIS in a general way.

Flamholtz, Kannan-Narasimhan & Bullen (2004) indicates that Skillful and specialized human resources are of vital importance for an organization just like its physical properties and investments. Managers of the organizations spend a lot of money for training and educating their workers and employees in order to increase the efficiency of the organization under their control, but human resources accounting system which should be used for human resources information processing have not been used practically by any organization in Iran. The paper explored firstly, on whether investment decisions in AIS are affected by human resources. Secondly, it explored as to what factors can interfere in this effect? Thirdly, it examined which evaluation method of human resource is the most appropriate method consistent with Iranian companies in terms of qualitative characteristics of accounting information? The results indicate that human resources are of vital importance for an organization and affect on the optimal investment decisions in AIS and AIS implementation.

Pekin Ogan, (1988), the purpose of this study was to report the results of a field experiment designed to assess the impact of human resource on investment decisions made by managers. The study was a partial replication and extension of studies by Tomassini and Oliver and Flamholtz. The findings of this study are similar to the earlier studies; human resource does make a difference in managers' investment decisions and enables managers to increase their level of confidence regarding decisions of this sort. Bo Hansson (1997), this study examines the pricing of knowledge-based firms compared with firms that are less dependent on human resources. The results show that an increasing dependence on human resources is followed by a rise in organizational performance hence high returns. The findings suggest that investors may need accounting information on human resources to help improve investment decisions.

Mawanda (2008) the study investigated and sought to establish the relationship between internal control systems and financial performance in an Institution of higher learning in Uganda. Internal

controls were looked at from the perspective of Control Environment, Internal Audit and Control Activities whereas Financial performance focused on Liquidity, Accountability and Reporting as the measures of Financial performance. The Researcher set out to establish the causes of persistent poor financial performance from the perspective of internal controls.

The research was conducted using both quantitative and qualitative approaches using Survey, Correlation and Case study as Research Designs. Data was collected using Questionnaires and Interview guide as well as review of available documents and records targeting basically Deans, Associate Deans, Heads of Departments, Management Committee members and Finance and Accounts staff as respondents from a population of 270 Uganda Martyrs University staff. Data was analyzed using the Statistical Package for Social Scientists where conclusions were drawn from tables, figures from the Package (Mawanda, 2008).

The Study therefore concludes that internal control systems do function although with hiccups and that there is a significant relationship between internal control systems and financial performance in an Institution of higher learning. However, the study also found out that there is lack of information sharing and inadequate security measures to safeguard the assets of the University (Mawanda, 2008).

Ismailjee (1993) evaluated the internal controls of the Nyayo Bus Service Corporation, Nairobi. Internal controls were looked at from the perspective of control activities; the cash receipts and the cash disbursements. A descriptive study (survey) design was adopted in conducting this study. Descriptive research is a process of collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects in the study. Descriptive research determines and reports the way things are. This design proved useful as respondents were given time to respond without any interference and manipulation hence information was generally obtained much faster.

Ismailjee (1993) concluded that the analysis conducted on the cash receipts as well as the cash disbursements and the purchase cycle areas bore fairly strong controls. He attributed this largely to the fact that the government accounting system was still in operation in those areas. He however found weakness in the organization chart, payroll and the stores accounting system.

Rono (2006) studied on the effectiveness of the internal control system in the management of finances in public universities in Kenya. The study sought to determine whether there was a significant difference in the evaluation of the effectiveness of the internal control system in the financial management between the academic and non-academic departments in Egerton University. It concluded that the evaluation of the effectiveness of the internal control systems in the university depended on the category of the departments. The research revealed that the internal control systems in Egerton University were effective due to the well established departments charged with the responsibility of implementing the internal controls as they carry out the financial processes for example, finance, supplies and personnel departments with their various sections like cash office, salaries, computer, debtors and creditors.

Accounting information systems are critical to the production of quality accounting information on a timely basis and the communication of that information to the decision makers. While there are different types of AIS's they all have one common characteristic – to meet the organizations' needs of accounting information as efficiently as possible (Author, 2013).

Existing literature offers evidence of the relationship between these AIS and organizational effectiveness; though it is important to highlight that an in-depth study is required to examine other factors that may influence this relationship. The information value generated by AIS to shareholders and stakeholders in making investment decisions is invaluable. Financial managers need the financial and accounting data provided by AIS to evaluate the firm's past performance and to map future plans (Author, 2013).

Even though past researches state that a greater effort in using AIS corresponds to better financial and economic results; in line with the contingency theory, the researcher is aware that in the results obtained other complementary variables are combined as an alignment with organizational performance and company's long-term strategy. In other words, a well-defined strategy in favor of investing in AIS and favoring their use needs a management support in the controls and a well trained human resources accompany it, even if in the short- term allocating resources to AIS may lessen performance and this factor in times of crisis may act as an entry barrier for making investments in this type of technology. Consequently, it is necessary to analyze the relationship between investments in AIS and certain changes in firms' productive organization (Author, 2013).

Accounting information systems (AIS) have experienced vast changes in several decades, improving from paper-based journals and ledgers to completely automated, paperless systems. However, the migration from paper to computer has its risks to the company. It contains the confidential information which becomes compromised if it is unprotected. The unauthorized use of the accounting system can be misused and involved in risking loss of the information, disastrous and bad data input. Security of accounting systems is a priority in many companies. In recent decades, the changing environment has posed a threat to the company. As a system accountant of a large established UK based Retail Company specialising in the sale of household electrical appliances, it is necessary to consider the risks and the security threats that the company would face in today's business environment.

According to Tony Boczko, risk is related to the likelihood of loss, the probability of mischance and the possibility of hazard or harm. Moreover, risk can be defined in several ways such as the chance of bad consequences, the exposure to mischance and the probability of loss. These risks and threats can lead an undesirable impact on both the present and future of the company's financial activities and stability.

The nature and source of the risks can be distinguished into two primary sources of risk which can be categorized as the event/activity-based risk and resource/asset-based risk. By referring to Tony Boczko 2007 (pp. 681), he mentioned that event/activity-based risk is defined as the risk which is associated with the particular event/ activity or the group of activities/ events. The resource/ asset-based risk is the subsidiary primary source which can be defined as the risk which is associated with the possession and use of the resource/ asset or the group of recources/ assets.

In addition, Tony Boczko 2007(pp. 681) mentioned that the source of risk can be categorized into four associated secondary sources of risks such as authorized internal employee and external agent-based risk, unauthorized persons-based risk and nature-based risk. The case of the authorized internal employee/ external agent-based risk is the possible loss which can be resulted from the unintentional or deliberate errors. Unauthorized persons-based risk is most likely involved in the risk of possible loss which can be resulted in the possible breaches of security and misappropriation of assets and information. The nature based risk is involved in the risk of possible loss which is resulted from the geographical disaster or meteorological conditions.

There a number of differing types of risk that can affect the household electrical appliances company in today's business environment. One of the risks is unintentional error. Unintentional error is the error which is related to the inadvertent mistake and erroneous actions attributable to the bad judgement in strategic decision making, ignorance and inattention. The unintentional errors that happened through computerized systems are always at of risk power failure of the computer, viruses attack and end up with losing the important information of the company such as financial documents. Furthermore, problems with computerized system could lead to a standstill in usage of the database. When the household electrical appliances company is focus and reliant on the accounting information system, the unintentional error due to the power and computer outage could lead to a work disruption. Work disruption can disable the input of the information of the company can access to the stored information. Additionally, if the data is not backed up properly, the company will end up lost its important data.

Risk such as deliberate errors can cause the company with the bad and serious implications. According to Tony Boczko 2007(pp. 682), deliberate errors can be explained as the conscious erroneousness and incorrectness whose occurrences are designed to damage, destroy and defraud a person, group of persons and organization. Such errors are intentional and premeditated. What if there is 'someone' else hosting its precious and valuable data? 'Someone' refers to the hacker. Hacking is the illegal action which involved in gaining unauthorized access to the company accounting information system to steal and get the data illegally. The big news of the hacking system is NASA's system. 'In 2002, Gary McKinnon was arrested by the UK's national high-tech crime unit, after being accused of hacking into NASA and the US military computer networks.' (BBC NEWS, 2006) Besides that, the hacker 'The hacker has also denied that he had made Washington's computer system inoperable, although he did admit he may have deleted some government files by accidentally pressing the wrong key'. (Jo Best, 2005). Deliberate errors brought a serious implication to the company.

Besides that, natural disaster is also counted as the serious type of risk in today's business environment. 'A natural disaster is the effect of a natural hazard (e.g., flood, tornado, hurricane, volcanic eruption, earthquake, or landslide). It leads to financial, environmental or human losses. The resulting loss depends on the vulnerability of the affected population to resist the hazard, also called their resilience'. (Wikipedia, 2011) As a household electrical appliances company, if it is

suffered from the natural disaster such as floods. Floods can destroy drainage computer system and cause the raw sewage to spill with water. Besides that, building and company's equipments can be also damaged due to the floods. It will lead to the catastrophic effects on the environment as the toxic such as gasoline will be released and caused pollution. Floods can cause a huge amount of money losses to the business.

In today's business environment, there are many computer frauds and computer crimes through computerized accounting information systems. Fraud can be defined as 'deceit, trickery, sharp practice, or breach of confidence, perpetrated for profit or to gain some unfair or dishonest advantage. In the broadest sense, a fraud is an intentional deception made for personal gain or to damage another individual'. (Wikipedia, 2011) As a household electrical appliances company, the internal employees or managers as well as the shareholders can be also fraud through the computerized accounting information system. The information stored electronically can be manipulated and accessed if proper controls and security measures are not taken place. This will affect the operation of the business. Fraud such as account takeover is a serious activity which always happens in today's business environment. 'An account takeover can happen when a fraudster poses as a genuine customer, gains control of an account and then makes unauthorized transactions'. (Action fraud) The information of account holders such as credit card can be taken over by those fraudsters.

Los Angeles attorney Christopher Painter said: "If you have an explosive growth on the Internet, you're going to have this great huge growth in fraudulent conduct and crime committed over the internet." (BBC NEWS, 1999) From this evidence, we can see that there is a security threat on today's business through the computerized accounting information system. Fraudster can be sued if they found out by people. For example, 'Bank of America and two of its former bosses have been charged with fraud for allegedly misleading shareholders during the takeover of Merrill Lynch'. (guardian.co.uk, 2010)

There are few types of fraud, such as false billing, financial fraud, advanced fee frauds, identity theft and phishing. In false billing scam, the fraudster will send out a so-called invoice for a particular product or service that are never be ordered, fraudster hope that it will be paid for sure from the victim without any investigation. This activity usually happened in large business

organization, it is because large business organization has a billing or payments system which used to pay the invoice of the company, fraudster sends out those fake invoices and hope that this will be unnoticed by the large business organizations.

'Phishing is a way of attempting to acquire sensitive information such as usernames, passwords and credit card details by masquerading as a trustworthy entity in an electronic communication'. (Wikipedia, 2011) It is dangerous for today's business operation, it is because instead of stealing the personal and business information, 'phishers' can affect the computer with the viruses and convince the victim in order to participate in money laundering.

Due to the vulnerability of the computerized accounting information system, it is easy to be attacked by internal and external people of the business organization. It is necessary to implement some methods to solve the serious issues. According to American Institute of CPAs In order to protect the business organization from the attack of risk and security threats, , TOP Technology Initiatives Task Force, which is a group of the technologically astute members of the CPA profession and other technology professionals, collaborated in the AICPA's Top Technology Initiatives project, seeking to identify the most important technology initiatives.

The first method is enhancing the information security such as upgrade the hardware and software in order to protect the information systems from the security threats. Company should implement and upgrade the level of firewall which blocks the intrusion from the internet. Update the anti-virus programs with the logins of password and username to limit access. Besides that, company should hire the experienced network integrator to check whether it is work properly with the security patches. Additionally, company can have a security audit for the independent confirmation on the company's financial data and client's information. Through this process, business organization can be protected.

The other method is disaster and business continuity planning. It is an activity which involves in the developing, monitoring and updating of the climate change, accident and other malicious destruction. It can prevent the business organization to loss their important information. It is because having the computerized accounting information system down for few hours or few days due to the natural disaster; could lead a bad impact to the profitability and liquidity of the business

organization. So, business organization should plan and design a process to keep the system stable to prevent any losses.

According to Tony Boczko 2007(pp. 729), he mentioned that the internal control which comprises the processes or procedures within a business organization designed to provide a reasonable assurance that business objective- primarily the maximization of shareholder wealth which can be achieved and those undesired events can be prevented or corrected.

The internal control related to the management control. It can be defined as a diverse range of activities designed to conduct, direct and control business activities and ensure the consistency with corporate business objective. For example auditors, their role is to audit the business organization's internal control policies, to assure that the control within the departments is under controls and adequate, it can help in control the financial statement to prevent the financial loss in order to achieve the mission of business organization.

Furthermore, internal control such as risk assessment is also needed to be taken place in every business organization. It is an effective control procedure helps in protecting company. According to health and safety executive, the risk assessment, instead of creating the huge amounts of paperwork, but rather about identifying sensible measures to control the risks in the business organization. Risk assessment is help to protect people by putting in place measures to control those risks. As a household of electrical appliances company, risk assessment is a good starting point; manager can actually investigate and look for the hazard which may cause harm to the business organization. Furthermore, a critical thinking about how the accident could happen and who will be influenced could help in noticing and monitoring the risk. Once the managers identify the risk, it will be easily to control and put a suitable measure on it.

Information may take various forms; records, documents, audio, e-mails. Whatever form they may take, information represent data processed that will eventually aid informed decisions. In the context of Accounting, Accounting Information System (AIS) is a whole body designed to capture all economic transactions of an entity be it financial as well as non-financial information. The complexities of modern business entities with interrelated functions of human resources management, supply chain management, inventory management, account receivable and payable management, cash flow management etc. require a combination of computer based system and

information technology to generate various reports (information on management and performance) for both internal users as well as external stakeholders. This paper attempts to look at the cost benefit relationship of AIS for a business entity.

While many organization procure and use various accounting software packages to cater for their information need, others have tailor made software for specific operational need. The former brings up issues relating to trust and safety of data and information. These areas of concerns were stressed in the AICPA (2011) Survey with integrity and trust of IT vendors, breach of privacy and customer information ranking tops. These issues are also common with outsourcing of IT as organizations may not have absolute control over the IT infrastructure and content. The later on the other hand, tailored software addresses these issues with confidentiality of information ranking paramount however are usually very expensive and way out of the reach of most small, medium and emerging businesses.

The speed of processing, accuracy of reporting and safety of data and information generated are clear benefits of AIS which also accounts for the growing acceptance and global use of AIS. AIS makes financial reporting seamless and this aid informed strategic decision making by users of the information. Dorantes et al., (2013, P.1428) agrees that most often than not, management base their decisions on internally generated information which are derived from day to day operations captured by AIS. With the collapse of Worldcom and Enron Corporation and its root linked to questionable accounting policies and practices comes issues surrounding internal control, risk management, governance and compliance within the AIS that generates these reports. Many of the AIS vendors tries to factor in all these in coming out with a robust software that will cater for all these issues.

Jinga et al., (2010, P.243) states that organizations are in business to make profit and increase wealth of shareholders. This position means that it will not be worthwhile for all stakeholders of a business entity to generate information at a cost over it benefit. Therefore, management of business entities will only invest in AIS with the aim of enjoying all and more of the benefits earlier discussed while reducing the costs of processing data, data safety and integrity, confidentiality of information over time. In conclusion, in the long run, the benefit of accounting information must outweigh the costs invested in and running of the AIS.

Accounting information system is the application of the computer based software used to input, process, store, and output accounting information. This application is in support of the ever advancing technology that enables firms to use computer programs to perform tasks that were previously done manually. A accounting information system therefore involves the computerization of accounting information systems which is established in order to facilitate strategic decision making. These are associated with a numbers of benefits like speed of carrying out routine transactions, timeliness, quick analysis, accuracy and reporting.

According to Larson & Pyle (1988) an accounting system consists of business papers, records, reports and procedures that are used by an organization in recording transactions and reporting their effects. Collins and Collins (1978), underlines that an accounting system is a way of keeping a written record of transactions .Receipts are given for all money that is received by an organization and receipts are asked for every time money is spent. Accountability for non-profit organizations is both a legal and ethical obligation for organizations that use resources received to further their charitable mission, Accountability may encompass a full report of activities as well as justification for the way resources are managed (Gordon et al., 2010).

According to Welsch and Short (1987) an accounting system, regardless of the size of the organization, is designed to collect, process and report periodic financial information about the entity. According to Keating & Frumkin (2003) in most NGOs funds from donors are poorly managed and their accounting systems are in poor order. Many NGOs do not have qualified accountants and have problems preparing accurate and timely financial reports, which is one of the major donor requirements. Ebrahim, (2003) notes that NGOs respond to issues of accountability with both tools and processes. Tools are created by stakeholders that have considerable leverage over an NGO like a donor or a government regulator. Familiar tools are annual reports, financial accounts, performance assessments, quarterly reports, independent evaluations and audits. Schnelder (1989) stresses that the heart of fiscal management in any organization is a good accounting system that is appropriate to that organization. In order to achieve consistent financial accountability it is necessary to establish standards and a system for accounting practices. Keating and Frumkin (2003), state that in order to determine the effectiveness of a financial reporting system, one must understand its objectives.

In a study, Nash et al (1999) argued that with the improvements in technology, information systems have been computerized. Improvements in this technology have replaced manual bookkeeping

systems with computerized ones, hence, accounting information systems that were previously performed manually are now performed by computers in most companies. While accounting systems have been around for centuries, the introduction of business technology and Accounting information Systems radically changes the playing field.

Lately, Vitez (2010) reviewed that paper ledgers, manual spreadsheets and hand-written financial statements have all been translated into computer systems that can quickly present individual transactions into financial reports. Accounting information Systems follow the same logic of journal, ledgers, reports and statements in a manual system. Computerized systems simply consolidate posting functions and other basic tasks into a "behind the scenes" system. Companies can also generate reports and financial statements easier, allowing for better performance management reviews.

Computerised Accounting System is therefore a computer based system which combines accounting principles and concepts as well as the concept of information system to record, process, analyse and produce financial information to its users for making economic decisions. (Gelinas et al, 2005)

Indeed, Waterfield and Ramsing (1998) argued that, all organizations have an information system of some kind. Many might see a minimal system as sufficient—say, a manual accounting system that produces reports three months late. Furthermore, having good information is essential for an institution to perform efficiently and effectively—the better its information, the better it can manage its resources. Their research shows clearly that in a competitive environment, the institution with better information has a distinct advantage. This means that among other benefits companies adopt Accounting information Systems (CAS) in order to obtain competitive edge.

Raymond and Bergeron (1992) researched into the increasing rate of adoption of CAS among SMEs and concluded that, the advent of powerful, low cost microcomputers, together with user-friendly accounting software and the benefits associated with the use of CAS, has allowed a greater number of SMEs to implement IT in recent years. Therefore, CAS adoption among corporate bodies in general is as a result of combination of different factors as well as the benefits associated with such.

In a study by McMahon et al (1991) and their counterpart Gorton (1999) they argued that, the need to facilitate financial management is a motivating factor for adopting accounting software.

Also in the article, "Understanding and using financial management systems to make decisions", Kimunya et al (1999) considered some factors that managers should take into consideration before adopting Computerised Accounting Systems. These factors include the need to have accurate, consistent and timely data in a variety of reporting formats. They also discussed the need to consider the ability of the system to save accounting staff time. Accounting information Systems are important to businesses in various ways. The use of computers is time-saving for businesses and all financial information for the business is well- organized (Baren, 2010).

Using a Accounting information Systems saves companies time and money. The use of a computer makes inputting accounting information simple. Transactions are entered into the system and the system processes and posts transactions accordingly. Accounting information Systems reduce staff time preparing accounts and reduce audit expenses as records are neat, up-to-date and accurate. Better use is made of resources and time; cash flow should improve through better debt collection and inventory control. More importantly, the system helps present financial reports on time to aid in the economic strategic decision making process of external users.

A Accounting information System enables businesses to stay organized. When information is entered into the system, it makes finding the information easy. Employees can look up any financial information whenever it is needed. There is less room for errors as only one accounting entry is needed for each transaction rather than two (or three) for a manual system. The accounting records are automatically updated and so account balances (e.g. customer accounts) will always be up-to-date.

Storing information is vital to a business. After information is entered into the system, the information is stored indefinitely. Companies perform backups on the system regularly to avoid losing any information. The introduction of Computerized Accounting Systems provides the ability to see the real-time state of the company's financial position.

Computerized Accounting Systems allow companies to distribute financial information easily. Financial statements are printed directly from the system and are distributed internally and

externally to those needing the information. Reports can be produced which will help management monitor and control the business, for example the aged debtors analysis will show which customer accounts are overdue, trial balance, trading and profit and loss account and balance sheet.

In effect, Computerised Accounting Systems enable financial statements to be prepared and presented to meet the relevance and faithful representation criteria of financial statements.

According to McBride (2000), computerized packages can quickly generate all types of reports needed by management for instance budget analysis and variance analysis. Data processing and analysis are faster and more accurate which meets the managers need for accurate and timely information for strategic decision making. Frank wood (2009) consented to the speed with which accounting is done and further added that a accounting information system can retrieve balance sheets, income statement or other accounting reports at any moment. He consented that accounting information system allow managers to easily identify and solve problems instantly. Indira (2008) pronounced the improvement in business performance as a result computerization of the accounting systems as it is a highly integrated application that transforms the business processes with the performance enhancing features which encompass accounting, inventory control, reporting and statutory processes. He then says, this helps the company access information faster and takes quicker decisions as it also enhances communication.

McBride (2000) stated that managers cannot easily satisfy statutory and donor reporting requirements such as profit and loss account, balance sheet and customized reporting without using accounting information systems. With the system in place, this can be done quickly and with less effort. Accounting information systems ease auditing and have better access to required information such as cheque numbers, payments, and other transactions which help to reduce the time needed to provide this type of information and documentation during auditing.

According to Carol (2002), it is easy to do accounting functions using accounting information systems. Posting transactions to the ledger, the principle of double entry can largely be automated when done through the use of accounting information system. Although accounting information is highly beneficial to an entity, it is worth noting that it is dogged with a couple of pitfalls some of which are shown as below;

Meigs (2006) stresses that there is a risk of improper human intervention with the computer programs and computer files. Employees in the organization may temper with the computer programs and computer based records for the purpose of deliberately falsifying accounting information. This may result into distortion of information that would essential be for strategic decision making.

According to Wahab (2003), another threat and limitation of computerized system is the computer virus. Where a computer virus is a computer code (program) specially designed to damage or cause irregular behavior in other programs on the computer. The adverse effect is that it may lead to breakdown of the hardware thus leading to loss of valuable information (for instance in financial institutions information such as customers accounts, previous financial report, information pertaining loans advanced among others) already saved on the computer.

The influence of accounting information systems on financial reporting has been linked to the benefits of applying computer systems while generating financial reports. The presentation of scheduled reports can be triggered and simplified and prepared at regular interval with ease (McRae, 1998). With the application of computerization, generation of financial reports will be easy since information can be easily generated and updated on a timely basis. With the substantial increase in the number of transactions and increase in the need for real time information, maintenance of accounting data on a real time basis has become essential. This is achievable using computerized systems hence promoting the quality of financial reporting.

Carol (2002) says that computerizing business general ledger, payroll and other accounting tasks increases office efficiency. Accounting information systems have also been credited for their quick processing speed and large storage capacity.

Using accounting information systems ensure up to date account balances are available at any time to aid management in strategic decision making (Lancouch 2003). Computerization saves time on transaction hence leading to quality of financial reporting for instance timely, accurate and reliable information can be generated (Lewis 2009). The influence of accounting information systems depends on the end users satisfaction.

Mihir (2002) stressed that higher end users satisfaction leads to a positive attitude towards using the satisfaction and in turn increases the voluntary usage of the system.

Nash (2003) noted that the quality of accounting information and performance of the accounting systems is a great concern to management. A accounting information system is a delivery system of accounting information for purposes such as providing reliable accounting information to users, protecting the organization from possible risks arising as a result of abuse of accounting data and system among others.

Frank wood (2009), pointed out that firms should ensure that they promote the use of up to date and complete IFRS in the preparation and presentation of its financial statements and ensure compliance to the set standards and governing regulations.

Indira (2008) remarked that, firms should also ensure public availability of full sets of financial statements including notes for public interest entities rather than producing a summary of the financial reports to the stakeholders. Michael (2005) added that, firms should ensure that they recruit skilled professionals to handle its accounting and offer routine training to the employees in the field of accounting basing on the changing environment.

Till 1970th-80th the most common used system in accounting was "general ledger". It was a book with assigned pages for each account, such as cash, receivables, payables, stockholder equity. Everyday transactions were entered by hand into a journal. After each transaction entry had to be posted in a proper general ledger account on the assigned page (Hous). Next step was an input of the numbers from general ledger into financial statements and preparing tax returns. All these processes where inefficient, slow, and manual. Even a minor mistake or inaccuracy in these processes led to long time spent for recalculations (Hous).

Through the 20th century developments in computing, data modeling, and telecommunications influenced accounting processes significantly. The first mention of the term "systems" regarding accounting emerged in the 1920's and was used widely in mass-media. At the same time many scholars considered that development of computerized accounting systems technologies had begun even earlier. For example in 1890s, to meet needs of cost accounting, calculating machines, such as Hollerith device, were created (Badua, Watkins 3). According to Badua and Watkins, some

inventions went even in reverse directions when particular area of accounting facilitated the creation of specialized machines or technology

Invention of accounting software revolutionized accounting processes. Multiple developments forerun present-day technologies. A countess Ada Lovelace computing machine was the first machine created and used for accounting. The IBM 9Pac was one of the first programming systems that preceded the invention of many modern accounting systems (Novinson). SAP software was created in 1973 and provided opportunities not only for automated financial transactions but also for supported executive strategic decision making. Before the invention of Peachtree program, all accounting computerized programs were unavailable for broad public. Peachtree was the first program sold in stores and accessible for everyone (Novinson).

Accounting has a very long history that dates back hundred years ago when a Franciscan Monk named Luca Pacioli invented double-entry bookkeeping. During the years of unprecedented economic growth, companies took the lead in the modernization of financial reporting by providing clear, comparable and reliable financial information to investors.

After the stock market crash of 1929, many investors and other market participants felt that insufficient and misleading accounting and reporting has inflated stock prices that eventually crashed the stock market and followed by the Great Depression. The continuing pressures on the accounting profession to establish accounting standards has prompted the American Institute of Accountants (now known as the AICPA) and the New York Stock Exchange to start an effort to review and revise financial reporting requirements.

A few years later, the Securities Act of 1933 and the Securities Exchange Act of 1934 were passed into law to restore investor confidence. The Securities Act sets forth the accounting and disclosure requirements for the initial offering of stocks and bonds while the Securities Exchange Act sets the reporting requirements for secondary market offerings.

The 1934 act also created the U.S. Securities and Exchange Commission (SEC) which was mandated with both the power and responsibility for standard-setting of financial accounting and reporting for publicly-traded companies. But the SEC while keeping the power to set standards has chosen to delegate its rule-making responsibilities to the private sector. This means that if the

SEC does not conform to a specific standard issued by the private sector, it has the authority to change that standard, which it has done in the past. Despite delegating its rule-making responsibility, the SEC issues its own accounting pronouncements called Financial Reporting Releases (FRRs).

Accounting is an essential part of any business, large or small owners, profit making or not for profit organizations. Many small enterprises do their accounting manually and they are satisfied. Others may be considering using a computerized system, since accounting software is much affordable. Manual and computerized accounting systems perform basically the same processes, the accounting principles and concepts are the same with differences lying in the technicalities of the process. Although computerized accounting system is expensive, its advantages lie on speed and being able to store information

Theoretically it is expected that a computerised accounting system would result to a quality financial reports. Through studies done by Carol (2002), it is easy to do accounting functions using computerized accounting systems. Posting transactions to the ledger, the principle of double entry can largely be automated when done through the use of computerized accounting system. Evidence from academic studies suggests that donors respond to accounting information in making their giving decisions (Parsons, 2007; Buchheit and Parsons, 2006)

Computerized accounting system is the application of the computer based software used to input, process, store, and output accounting information. This application is in support of the ever advancing technology that enables firms to use computer programs to perform tasks that were previously done manually. A computerized accounting system therefore involves the computerization of accounting information systems which is established in order to facilitate strategic decision making. These are associated with a numbers of benefits like speed of carrying out routine transactions, timeliness, quick analysis, accuracy and reporting.

According to Larson & Pyle (1988) an accounting system consists of business papers, records, reports and procedures that are used by an organization in recording transactions and reporting their effects. Collins and Collins (1978), underlines that an accounting system is a way of keeping a written record of transactions . Receipts are given for all money that is received by an organization and receipts are asked for every time money is spent. Accountability for organisations

is both a legal and ethical obligation for organizations that use resources received to further their charitable mission, Accountability may encompass a full report of activities as well as justification for the way resources are managed (Gordon et al., 2010)

The advancements in information technology have eventually led to the introduction of computerised Accounting Systems in corporate reporting to help produce relevant and faithful representative financial reports for both management and external users for strategic decision making (Greuning, 2006). The many advantages from the use of these systems have led many to conclude that Computerized Accounting Systems in financial reporting is the 'engine of growth' in business organisations (Frenzel, 2006).

It is worth noting that, notwithstanding the introduction of these Computerized Accounting Systems and despite the enormous benefits from the use of these systems, the problem is that some companies still make use of the Manual Accounting Systems which are often characterised by keeping a large number of books and are usually associated with errors in recording large volumes of transactions. Reasons for the use of the manual accounting system may be attributed to factors such as inadequate supply of expertise knowledge about the Computerised Accounting Systems; high cost of installation and maintenance; resistance to change; risks of being hacked; power failure; viruses and losing information.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the methods the researcher used to collect data. It focused on the Research design, organization of the study, data collection, and data collection procedure and data analysis.

3.2. Research Design

The study applied an explanatory research design to reflect aspects of perception, feelings, experiences, facts and emotional feelings of the study respondents in finding out the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala. This was because the research questions that were generated necessitate observing explanatory, descriptive and analytical aspects of the research.

Both quantitative and qualitative methods were used in data collection and analysis and general information on the subject matter was collected from the different stakeholders involved in the study. Qualitative design involved in-depth interviewing of the top managers of Stanbic Bank Head Offices, Kampala. On the other hand, the quantitative design involved use of close-ended questionnaires which was issued to the officials from accounts and finance department of Stanbic Bank as the method was convenient for them to fill during thier free time.

3.3 Study Population

The study took place at Stanbic Bank Kampala Branch, Uganda . The bank was purposely selected because of its' convenient location and also bore the necessary and required study elements.

The study population involved 58 participants where 14 top administrators of Stanbic Bank, 16 marketing officers, 15 accounts and finance department officials and 13 bank customers or clients.

Table 1: Showing Research Population

Type of population	Population Target
Top administrators of Stanbic Bank	14
Marketing officers	16
Accounts & finance department officials	15
Bank customers or clients	13
Total	**58**

3.4 Sample Size

A sample size of 50 respondents was determined through purposive and random sampling methods. This was so because the nature of data to be generated requires different techniques for better understanding of the research problem under investigation. Besides this the approach was also commonly known for achieving higher degree of validity and reliability as well as elimination of biases as per Amin (2005).

The Sloven's formula (1978) was used to determine the minimum sample size.

$n = \frac{N}{1+Ne^2} = n = \frac{58}{1+58(0.05)^2} = 50$ respondents

n = sample size

N = the population size

e = level of significance, fixed at 0.05

3.5 Sample Procedure

The sample was purposively and randomly selected. The top administrators of Stanbic Bank were purposely selected because they headed the selected departments and thus had knowledge about the effect of accounting information systems on Strategic decision making at Stanbic Bank, Head Offices, Kampala .

The bank clients or customers were randomly selected to give each an equal chance of representation. All respondents were assumed to have vital information on the subject matter of the research. Respondents who were willing to participate were approached.

3.6 Sources of Data

3.6.1 Primary Data

This was obtained through use of self- administered questionnaires and interviews to the respondents.

3.6.2 Secondary Data

This was acquired from text books and other related works of outstanding scholars such as published magazines, written data sources including published and unpublished documents, company reports and internet sources which were all referred to, to provide more information on the effect of accounting information systems on Strategic decision making at Stanbic Bank, Head Offices, Kampala .

3.7 Data Collection Instruments

3.7.1 Interviews

The researcher organized key informant interviews with the top administrators of Stanbic Bank who enriched the study findings. The researcher therefore had to interact with the respondents, face to face and ask them relevant questions to the study. The method was used purposely because it provided for a systematic flow of information due to the order of questions and it also helped in covering information that would have been skipped in the questionnaires.

3.7.2 Questionnaires

Both open and close ended questionnaires were used in the collection of data and these were distributed to the officials from accounts and finance department of Stanbic Bank to provide answers. The instrument was purposely selected because it sought personal views of the respondents and thus enabled the respondents to use their knowledge in providing a wide range of data as they never shied away in any way.

3.8 Data Processing

The processing of data was done after the collection of data for verification of the information that was gathered and for attainment of completeness, accuracy and uniformity. Data editing involved checking the information for errors, which was an added advantage because it enabled the researcher to delete and eliminate possible errors that were traced which in the end would have manipulated the results of the study. Data was analyzed concurrently to avoid duplication thereby guiding the entire study for balanced and critical analysis. The researcher used hypothesis based on the questionnaire and for other items, tabulation pie-charts and percentage and simple statistical methods were used for data presentation, analysis and qualification.

3.8 Data Analysis

The study explained, described, and presented the findings basing on the specific objectives of the study and research questions, where data analysis was initially done through sketchy and generalized summaries of the findings from observation and conclusions in the process of data collection. Data analysis was done using simple statistical percentages and frequencies and thereafter was presented in charts.

3.9 Ethical Consideration

The researcher carried out the study with full knowledge and authorisation of the administration of Stanbic Bank Head Offices Branch, Kampala, Uganda . The researcher first of all acquired an introductory letter from the University which she would use to eliminate suspcion. The researcher thereafter went ahead to select respondents, and arrange for dates upon which she would deliver questionnaires as well as pick them in addition to making appointments for interviews to be conducted. The researcher was charged with a task of ensuring that she would assure the respondents of their confidentiality as this was paramount to research.

3.10 Limitations

Cost of the research/study: just like any other research, costs were normally unavoidable and these included; transport costs, airtime costs, typing, printing and binding costs among others that came

up unpredicted. However, as far as costs were concerned, the researcher had to acquire soft loans from friends and relatives so as to meet the costs of the research.

Time required to carry out the research: the time required to carry out the research was not adequate, given unpredicted and uncertain happenings that hindered timeliness such as delays and bad weather which the researcher definitely had to bare with and tried as much as possible to work longer hour in order to compensate for the lost time.

Uncooperative respondents: as usual, not every respondent during research was completely willing to cooperate positively towards the demands of the researcher, some were even hostile. However, giving up on the respondent only hindered the acquisition of the necessary information, so the researcher did not get tired as far as wooing the respondents to cooperate was concerned.

CHAPTER FOUR

PRESENTATIONS, INTEPRETATIONS AND ANALYSIS OF DATA

4.1 Introduction

This chapter covers the presentation of the findings according to the themes of the study which were; the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda, challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda, the factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda and the relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

4.2 Socio-Demographic characteristics of respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

4.2.1 Gender of Respondents

The researcher wanted to know the gender or sex distribution of the respondents and this is shown in the following table and illustration. This section indicates the both sexes with the community.

Table 2: Gender distribution of the respondents who participated in the study

Gender	Frequency	Percentage (%)
Males	40	80
Females	10	20
Total	50	100

Source: Primary Data (2019)

In the above table 2, the study findings revealed that 80% of the respondents were male and the remaining 20% were females. This implies that men are the always the majority since they were believed to have vital information on the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

4.2.2 Age of the respondents

The study went on to establish the different age groups of the respondents and the findings were as presented in table 3. The study also involved all respondents who are responsible and with mature understanding.

Table 3 showing age distribution of the respondents

Age	Frequency	Percentage (%)
25-30 years	30	60
31-40 years	17	34
41-50	2	4
51 +	1	2
Total	50	100

Source: Primary Data (2019)

The study revealed that the majority of the respondents fell in the age category 25-30 with a 60% representation. Age category 31-40 years had a total response of 34%, while 41-50 age group was represented by 4 %, 51 years and above category had a total representation of 2%.

This implies that most of the respondents were middle aged adults hence had a mature understanding of the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

4.2.3 Education levels of the Respondents

The study further went on to establish the education level of the respondent and the findings were as represented in table 4. The researcher was also interested in finding out the education levels of respondents.

Table 4 showing education level of the respondents

Education level	Frequency	Percentage
No formal education	22	44
Primary school	19	38
Secondary school	5	10
University and above	4	8
Total	**50**	100

Source: Primary Data (2019)

The study established that the majority of the respondents were no formal education at 44% and 38% were Primary school level, 10% of the respondents were Secondary school level and the remaining 8% of the respondents were University and above. This implies that majority of the respondents were relatively uneducated and thus implying that they did not have sufficient information regarding the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

4.2.4 Marital Status of the Respondents

The study further went on to establish marital status of the respondent and the findings were as represented in table 5.

Table 5 showing marital status of the respondents

Marital Status	Frequency	Percentage
Married	23	46
Single	5	10
Cohabiting	14	28
Divorced	5	10
Widow	3	6
Total	**50**	**100**

Source: Primary Data (2019)

The study established that the majority of the respondents were married at 46%, and 10% were single, 28% were cohabiting, 910% were divorced and the remaining 6% were widows. This implies that the majority of the respondents were married since these were the ones who were believed to have vital and sufficient information regarding the study topic.

4.3 Findings on benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

The researcher was also interested in finding out the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda. The results are presented in the table below;

Table 6: Benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

Response	Frequency	Percentage
Efficiency	5	10
Cost Effectiveness	12	24
Saves Time	8	16
Accuracy	9	18
Less Costly	10	20
Level of Output	6	12
Total	**50**	100

Source: Primary Data (2019)

Study findings presented in the table above indicate that 10% of the respondents suggested that efficiency is one of the benefits of accounting information system in Stanbic Bank, 24% of the respondents noted cost effectiveness, 16% suggested that it saves time, 18% noted accuracy, 20% of the respondents revealed that accounting information system is less costly and the remaining 12% noted that it leads to increased level of output. This implies that accounting information system plays a vital role towards the performance of Stanbic Bank.

Table 7: Extent to which accounting information system is beneficial at Stanbic Bank

Extent		Frequency	Percent
	Very high	10	20
	High	12	24
	Not sure	10	20
	Low	8	16
	Very low	10	20
	Total	50	100

Source: Primary Data (2019)

The table above shows that 20 % of the respondents rated that the extent to which accounting information system is beneficial at Stanbic Bank is very high, 24% noted high extent, 20% of the respondents suggested that they were not sure of the extent, 16% noted low extent and the remaining 20% of the respondents suggested very low extent. This implies that majority of the respondents were of the view that the extent to which accounting information system is beneficial at Stanbic Bank is very high

4.4 Findings on Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

The researcher was also interested in finding out the Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda. The results are presented in the table below;

Table 8: Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

Response	Frequency	Percentage
Learning the System	17	34
Loss of Information	25	50
Re-evaluation	8	16
Total	**50**	100

Source: Primary Data (2019)

The study findings presented in the table above indicate that 34% of the respondents suggested that one of the challenges facing the use of accounting information system in Stanbic Bank was learning the system, 50% suggested loss of information and 16% of the respondents noted re-evaluation. This implies that the use of accounting information system is associated with a number of obstacles that need to be addressed at the Bank.

Table 9: Extent to which the challenges facing use of accounting information system are common at Stanbic Bank

Response	Frequency	Percentage (%)
Very high	12	24
High	14	28
Not sure	9	18
Low	7	14
Very low	8	16
Total	50	100

Source: Primary Data (2019)

In the above table, the study findings revealed that 24% of the respondents suggested that extent to which the challenges facing use of accounting information system are common at Stanbic Bank was very high, 28% of the respondents noted that extent to which the challenges facing use of accounting information system are common at Stanbic Bank, 18% of the respondents were not sure, 14% of the respondents noted low extent to which the challenges facing use of accounting information system, 16% of the respondents noted very low extent. This implies that the extent to which the challenges facing use of accounting information system are common at Stanbic Bank is generally high hence implying that the management of Stanbic Bank needs to apply a number of strategies to address these challenges.

4.5 Findings on factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

The researcher was also interested in finding out the factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda. The results are presented in the table below;

Table 10: Factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

Response	Frequency	Percentage
Objectives of a firm	14	28
Economic factors	10	20
Technological Factors	8	16
Environmental factors	6	12
Public awareness	8	16
Social costs	4	8
Total	**50**	100

Source: Primary Data (2019)

The study results illustrated in the table above indicate that 28% of the respondents suggested that 28% of the respondents noted objectives of a firm, 20% of the respondents noted economic factors, 16% of the respondents noted technological factors, 12% suggested environmental factors, 16% of the respondents noted public awareness and the remaining 8% noted social costs. This implies that there is a multitude of factors that influence strategic decision making of Stanbic bank.

Table 11: Extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

Response	Frequency	Percentage (%)
Very high	12	24
High	14	28
Not sure	9	18
Low	7	14
Very low	8	16
Total	50	100

Source: Primary Data (2019)

In the above table, the study findings revealed that 24% of the respondents suggested that extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices,

Kampala-Uganda was very high, 28% of the respondents noted that extent to which the challenges facing use of accounting information system are common at Stanbic Bank, 18% of the respondents were not sure, 14% of the respondents noted low extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices, 16% of the respondents noted very low extent. This implies that the extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices is generally high.

4.6 Findings on relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

The researcher also asked respondents about the relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda. These were analyzed and presented in the tables below;

Table 12: Relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices

Response	Frequency	Percentage
Uganda has a very difficult economic situation	22	44
Use of judos relevant information and techniques in strategic decision making process	12	24
The economy is really in direst acts	10	20
Uganda has a very difficult economic situation	6	12
Total	**50**	100

Source: Primary Data (2019)

The table above indicates that 44% of the respondents noted that Uganda has a very difficult economic situation, 24% of the respondents revealed that the use of judos relevant information and techniques in strategic decision making process, 20% of the respondents suggested that the economy is really in direst acts, 12% of the respondents revealed that Uganda has a very difficult economic situation. This implies that accounting information systems and strategic decision making are closely related.

Table 13: Extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices

Extent		Frequency	Percent
	Very high	10	20
	High	12	24
	Not sure	10	20
	Low	8	16
	Very low	10	20
	Total	50	100

Source: Primary Data (2019)

The table above shows that 20 % of the respondents rated that the extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices is very high, 24% noted high extent, 20% of the respondents suggested that they were not sure of the extent, 16% noted low extent and the remaining 20% of the respondents suggested very low extent. This implies that majority of the respondents were of the view that the extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes, concludes and recommends reflecting on the study findings presented in the previous chapter.

5.2 Summary of the Findings

5.2.1 Socio-Demographic characteristics of respondents

The study revealed that 80% of the respondents were male and the remaining 20% were females. This implies that men are the always the majority since they were believed to have vital information on the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

The study revealed that the majority of the respondents fell in the age category 25-30 with a 60% representation. Age category 31-40 years had a total response of 34%, while 41-50 age group was represented by 4 %, 51 years and above category had a total representation of 2%. This implies that most of the respondents were middle aged adults hence had a mature understanding of the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

The study established that the majority of the respondents were no formal education at 44% and 38% were Primary school level, 10% of the respondents were Secondary school level and the remaining 8% of the respondents were University and above. This implies that majority of the respondents were relatively uneducated and thus implying that they did not have sufficient information regarding the effect of accounting information systems on strategic decision making at Stanbic Bank, Head Offices, Kampala

The study established that the majority of the respondents were married at 46%, and 10% were single, 28% were cohabiting, 910% were divorced and the remaining 6% were widows. This implies that the majority of the respondents were married since these were the ones who were believed to have vital and sufficient information regarding the study topic.

5.2.2 Benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

Study findings revealed that 10% of the respondents suggested that efficiency is one of the benefits of accounting information system in Stanbic Bank, 24% of the respondents noted cost effectiveness, 16% suggested that it saves time, 18% noted accuracy, 20% of the respondents revealed that accounting information system is less costly and the remaining 12% noted that it leads to increased level of output. This implies that accounting information system plays a vital role towards the performance of Stanbic Bank.

It was also found out that 20 % of the respondents rated that the extent to which accounting information system is beneficial at Stanbic Bank is very high, 24% noted high extent, 20% of the respondents suggested that they were not sure of the extent, 16% noted low extent and the remaining 20% of the respondents suggested very low extent. This implies that majority of the respondents were of the view that the extent to which accounting information system is beneficial at Stanbic Bank is very high

5.2.3 Challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda

The study findings revealed that 34% of the respondents suggested that one of the challenges facing the use of accounting information system in Stanbic Bank was learning the system, 50% suggested loss of information and 16% of the respondents noted re-evaluation. This implies that the use of accounting information system is associated with a number of obstacles that need to be addressed at the Bank.

It was found out that 24% of the respondents suggested that extent to which the challenges facing use of accounting information system are common at Stanbic Bank was very high, 28% of the respondents noted that extent to which the challenges facing use of accounting information system are common at Stanbic Bank, 18% of the respondents were not sure, 14% of the respondents noted low extent to which the challenges facing use of accounting information system, 16% of the respondents noted very low extent. This implies that the extent to which the challenges facing use of accounting information system are common at Stanbic Bank is generally high hence implying

that the management of Stanbic Bank needs to apply a number of strategies to address these challenges.

4.7 Factors influencing strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

The study also discovered that 28% of the respondents suggested that 28% of the respondents noted objectives of a firm, 20% of the respondents noted economic factors, 16% of the respondents noted technological factors, 12% suggested environmental factors, 16% of the respondents noted public awareness and the remaining 8% noted social costs. This implies that there is a multitude of factors that influence strategic decision making of Stanbic bank.

It was revealed that 24% of the respondents suggested that extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda was very high, 28% of the respondents noted that extent to which the challenges facing use of accounting information system are common at Stanbic Bank, 18% of the respondents were not sure, 14% of the respondents noted low extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices, 16% of the respondents noted very low extent. This implies that the extent to which these factors influence strategic decision making in Stanbic Bank, Head Offices is generally high.

4.8 Relationship between accounting information systems and strategic decision making in Stanbic Bank, Head Offices, Kampala-Uganda

The study discovered that 44% of the respondents noted that Uganda has a very difficult economic situation, 24% of the respondents revealed that the use of judos relevant information and techniques in strategic decision making process, 20% of the respondents suggested that the economy is really in direst acts, 12% of the respondents revealed that Uganda has a very difficult economic situation. This implies that accounting information systems and strategic decision making are closely related.

It was found out that 20 % of the respondents rated that the extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices is very high, 24% noted high extent, 20% of the respondents suggested that they were not sure of the extent, 16% noted

low extent and the remaining 20% of the respondents suggested very low extent. This implies that majority of the respondents were of the view that the extent is accounting information systems related to strategic decision making in Stanbic Bank, Head Offices.

5.3 Conclusion of the Findings

The study concludes that computerized financial information systems are faster and more efficient in processing data. The use of hardware such as scanners automatically generates accounting information without much ado. The information is available almost immediately. The cost of hardware such as computers is low and the availability of cheaper and user-friendly accounting software makes accounting information systems affordable.

It also concludes that accounting information system makes the maintenance of a bloated financial department irrelevant. The software does most of the work that would otherwise require several employees. The accounting software can journal and prepare documents such as the trial balance. Journals and ledgers are recorded in the computer data bases. There is also software that can perform functions such as billing budgeting and preparing payroll.

It also concludes that an accounting information system is designed to record all transactions of a business. An accounting clerk enters all business transactions into the program and the transactions automatically are posted to the corresponding accounts. This is important because any time information is needed, it can found on the computer and is organized.

An accounting information system is made up of many different components, and almost all systems are computerized. Because of their complexity, some people may find them hard to use. It can take weeks or months for a person to understand an accounting system, and usually the individual still does not understand completely what the system is capable of. If the employee quits working at the organization, it can take weeks or months, once again, to train another employee.

Accounting information systems are usually computerized. Because of this, there is always a risk of losing information through power outages or system crashes. When this happens, there is a chance that all the information in the system could be lost. Companies take precautions for this problem by backing up their files regularly and performing standard maintenance on all computer

systems. They also install anti-virus software as another precaution. Still, none of these steps eliminates the potential problem that may occur.

Using an accounting system comes with its own set of problems, such as the need to protect against data loss through power failure or viruses, and the danger of hackers stealing data. Computer fraud is also a concern, and you need to instigate a system of controls for who has access to the information, particularly customer information. If there is a security breach and data is stolen, management can be held personally liable for the loss of data. You also need to make sure that the data has been correctly entered into the system, as a mistake in data entry can throw off a whole set of data.

The study concludes that Uganda has a very difficult economic situation some aspects of it are experiencing from disability of inflation rate where as other aspects are worse hit by deviating depression for our years now, the emphasis is on the restructuring of our economy. The international monetary fund (IMF) emerged with a difficult inter restructure measures (without regards to our socio-economic background) which were applied the area of our economist who can dictate. Economy is still running heedlessly into woods culminating in failure of business and pauperization of a great majority of Ugandans. Under the present economic dispensation very difficult to float with those who are unable to submerged.

5.4 Recommendations

The fact that Accounting Information System department is a sensitive area with any organization, it is necessary that employees should always be provided constant refresher training so as to clearly understand the use and operation of the system to increase on their skills and expertise in handling and managing information systems.

Secondly, the bank should design the system that clearly suits the organizational structure and the business environment. Systems developed should always strive to put the bank at an edge whereby it can effectively compete.

The management should always verify data being input into the system to be processed in order to prevent unnecessary errors and omissions that may result from wrong entries. This increases the reliability of information generated.

The researcher also recommended the continued review of Software packages and motivating of staff to avoid the high labor turnover. This helps in retaining talent, qualified, trained and well-experienced personnel leading to high quality of information from the system.

In addition, accountants, managers, analysts, designers and evaluators of AIS should be knowledgeable of the security threats and appropriate control techniques in order to protect their own information systems and advice business about security risks and other associated problems related to information management.

5.5 Recommendations for future researcher

The researcher suggested the following as possible areas for further research on accounting information systems

- Accounting information systems and organizational planning.
- Effect of accounting information systems on risk management in financial institutions.
- The effect of internet banking on information flow in financial institutions.

REFERENCES

Armstrong, M. and Baron, A. (1998) Performance management: the new realities. London: Institute of Personnel and Development

B. J. Lexus. (2002). *Qualitative characteristics of financial statements: An overview.* Helium, Inc. 200 Brickstone Square Andover, USA

Bailey J.E and Sammy P. (2011); Development of a tool for measuring and analyzing computer user satisfaction. Journal of Management science

Barry and Cushing (2012) Accounting information system and Business organizations. London.

Beximco pharmaceuticals (2011) Bangladeshi state university

Birungi, A (2000). *The Effectiveness of Information Technology in Organisations,* A case study of Post Bank

Bolon, M. (1998). Factors influencing the alignment of accounting information systems in small and medium sized Malaysian manufacturing firms.

Borthick, A. F & Clark, R. L. (1990), Making accounting information systems work: An empirical investigation of the creative thinking paradigm. Journal of Information Systems, 4(3), 48-62.

Boulianne, E. (2007). Revisiting fit between AIS design and performance with the analyzer strategic-type, International Journal of Accounting Information Systems, 8 (16).

Bouwens, J.; Abernethy, M.A. (2000): "The consequences of customization on management accounting systems design", Accounting, Organizations and Society, 25,3, 221-259.

Campbell, J.P. (1977) "On the Nature of Organizational Effectiveness." In: P.S. Goodman

Chang, Y. W. (2001). Contingency factors and accounting information system design in Jordanian companies. Journal of Accounting Information System, 8. 1-16.

Chenhall, R.H. (2003): "Management control systems design within its organizational context: findings from contingency-based research and directions for the future", Accounting, Organizations and Society, 28, 2-3, 127-168.

Choe, J. M. (1996). The Relationships among performance of accounting information systems, influence factors, and evolution level of information systems, Journal of Management Information Systems, 12(4),215-239.

Claphma, S and Schwenk. C, (2012), self serving attributions, managerial cognition and company performance, strategic management journal.

Corner. R (2014) Systems Analysis for profitable business application, Prentice Hall David and Hatch, management information system, London -

Curtis, G. (1995). Business information systems: Analysis, design and practice. Wokingham: Addison-Wesley Publishing Company.

Daft, R. L. (1983) Organization theory and design, Minnesota, West Publishing Company.

Darrell Victor 2010: *Qualitative characteristics of financial statements: An overview.* Helium, Inc. 200 Brickstone Square Andover, USA

Dastgir M and Sajady H; (2011) Evaluation of effectiveness of information systems' international Journal of Information Science and Technology

David, Julie Smith; et al. "The Research Pyramid: A Framework for Accounting Information Systems Research" Journal of Information systems Vol.13.No.1. Spring 1999, Pp. 8-9.

Doms, M. E., Jarmin, R. S. & Klimek, S. D. (2004). Information technology investment and firm performance in U.S. retail trade, Economics of Innovation and New Technology, 13(7), 595-613.

Downs, Anthony (1957). An economic theory of democracy. New York. p. 116.

Drucker Peter F. (2009), the practice of management. Oxford: Butterworths-Heirmemnn Drucker Peter F, Managing for the future. Oxford: Butterworths-Heinnemnn

Duhaime and Schwenk C (2015) Conjectures on cognitive simplification process in acquisition and divestment strategic decision making. Academy of Management Review

El Louadi, M. (1998). The relationship among organization structure, information technology and information processing in small Canadian firms, Canadian Journal of Administrative Sciences, 15(2), 180-199.

Flamholtz, E. G , Kannan-Narasimhan, R., & Bullen, M.L.(2004). Human Resource Accounting today: Contributions, controversies and conclusions. Journal of Human Resource Costing & Accounting, 8 (2), 23-37.

Frankwood & Alan Sangster (2005). *Business Accounting* (19th edition), Pitman Publishers, London

Fyna .D. (2013) Information Systems requirements: Determination and Analysis McGraw Hill Book Company

Gelinas Oram et al (2010), Accounting information systems. PWS-KENT Publishing Company. Boston

Gerry and Kevan (2013) Exploring corporate strategy: Prentice Hall of India

Gordon, L. A. & Miller, D. (1976). A contingency framework for the design of accounting information systems, Accounting, Organizations and Society, 1(1), 59-69.

Graig and Babbette (2013) strategic competitive analysis: Methods and techniques for analyzing business competition. Pearson Education International

GUL, F.A. (1991): "The effects of Management Accounting Systems and Environmental Uncertainty on Small Business Managers' Performance", Accounting and Business Research, 22, 85, 57-61.

Herman Son (2011). *Accounting Principles.* (special edition) Business Publication Inc, Plano, Texas

Hindmarch ; et.al "Accounting an Introduction" the Macmillan Press.Ltd.1977. p.168.

Huber G and Power D (2014) Retrospective Reports strategic level managers: guidelines for increasing accuracy. Strategic management Journal

Huber, G. P. (1990). A theory of the effects of advanced information technologies on organizational design, intelligence, and strategic decision making, Academy of Management Review, 15(1), 47-71. IBIMA Business Review 12.

Hunton, J. E. (2002). Blending information and communication technology with accounting research, Accounting Horizons,16(1), 55-67.

Huuhtanen,Juha. "Critical Success Factors in Integration of E-commerce and Financial Information Systems Case: Elisa ShopIt - Virtual Store" M.Sc Thesis in Accounting, the Swedish School of Economics and Business Administration 2004. p.2537

Ismailjee, A. E. K. (1993). Internal Controls: The case of Nyayo Bus Service Corporation, A Masters project submitted to University of Nairobi

J.M. Pennings (Eds.), New Perspectives on Organizational Effectiveness, 36-41. San Francisco: Jossey-Bass.

John Sacco, (2010). *Financial Reporting in Government.* (Revised ed), George Mason University.

Kamukama N (2009) Cost and management Journal

Kaplan, R., Norton, D., 1993. "The balance scorecard - Measures that drive performance, Harvard Business Review

Kothari C.R (1990). Research Methodology method & Techniques - Second. Edition.

Kren, L. (1992): Budgetary participation and managerial performance: The impact of information and environmental volatility. Account Review; 67: 511–26.

Laundon and Laundon (2011) management information system: Organization and Technology. Prentice Hall. India

LI, M., YE, L.R. (1999): "Information technology and firm performance: Linking with environmental, strategic and managerial contexts", Information and Management, vol. 35, n. 1: 43-51. PII: S-0378-7206(98)00075-5

Marquez Comelab (2014) Qualities of useful financial reports. Retrieved 17, March, 2011 from http://www.marquezcomelab.com

Mary Magdalene, (2010). Comparison Between Manual and Accounting Information, Retrieved April, 19, 2011, from EzineArticles.com. http://www.accountingproviders.com

Mawanda S. P (2008). Effects of Internal Control Systems on Financial Performance in an Institution of Higher Learning in Uganda, a postgraduate dissertation; Uganda Marytrs University.

Max Weber (2011) Manual Accounting Versus Accounting Information - Experience_com.mht

McCarthy, w. e. "An entity-relationship view of accounting models". The Accounting Review, October, 1979, Pp.667-686.35

Meigs & Meigs, (2014). *Financial Accounting*, Grawhill Book Company, London

Michael A. Hitt, Robert E. Hoskisson, Richard A. Johnson, Douglas D. Moesel. (1996). The Market for Corporate Control and Firm Innovation

Mondy, R.W, (1990), Management and organization behavior. Boston, Allyn and Bacon Publishers.

Mugenda and Mugenda, (1999), Research Methods: Qualitative and Quantitative Approach, ...Research Methods in Social Sciences, 5th edition, St. Martin's. New York.

Mugenda, O. M., & Mugenda, G. A. (2003). Research Methods: Quantitative and Qualitative Approaches. African Center for Technology Studies (ACTS)-Press, Nairobi Kenya.

Nkundabanyanga S (2014) Advanced Accounting: Principles and Practices, Kampala- Uganda

Oguntimehin, A. (2001). Teacher effectiveness: Some practical strategies for successful implementation of universal basic education in Nigeria, African Journal of Educational Management, 9(1) 151 – 161.

Oliver and Chapman (2012), Data processing administration technology. An instructional manual for business and Accountancy students. London

Omonuk J.B. (2009), *Fundamental Accounting for Business*. (Practical emphasis). Department of Accounting, Kampala University

Osmond V, (2011): Manual versus Accounting Information Systems. Retrieved April, 24, 2011, from http://www.ehow.com/about_5410997_manual-vs_-computerized-accounting-systems.html

Pekin Ogan, (1988) "Assessing The Impact Of Human Resource Accounting Information On Managerial Decisions: A Field Experiment", Personnel Review, Vol. 17 Iss: 3, pp.29 – 35

Ponemon, L. A. & Nagoda, R. J. (1990). Perceptual variation and the implementation of accounting information systems: An Empirical investigation. Journal of Information System, 4(2),1-14.

Rahman, M. & Halladay, M. (1988). Accounting information systems: Principles, applications and future directions. New Jersey: Prentice Hall.

Reneau, J. H. & Grabski, S. V. (1987). A review of research in computer-human interaction and individual differences within a model for research in accounting information systems. Journal of Information Systems, 2(1), 33-53.

Ronney Marshall B, & Steinbort, Paul John (2000)." Accounting Information Systems" 8ed, Prentice-Hall Inc, 2000, P2.

Rono, E. (2006). Effectiveness of the internal control system in management of finances in public universities in Kenya. A masters project submitted to Egerton University.

Salih, M. A. (1982). Internal Control; the case of Ethiopian Airlines "a masters project submitted touniversity of Nairobi.

Schwenk C R (2015) Strategic Strategic decision making, special issue: Yearly Review of management: Journal of management

Scott, W.R. (1977) "Effectiveness of Organizational Effectiveness Studies" In: P.S.Goodman & J.M. Pennings (Eds.), New Perspectives on OrganizationalEffectiveness, 63-96. San Francisco: Jossey-Bass.

Sheila shanker (2016) revenue cycle strategic decision making london

Singil, C. (2002): Risk Management in Banks

Targer D (2012) analytical Strategic decision making, London, Pitman Publishing

Terry L (2015) Management Information Systems, London

VAN-*Briefing* (2005) *Accounting Information,* Issue No 92. The Voluntary Arts Network, Scotland.

Watts, H. (1999). A Conceptual Framework to Financial Reports and Internal Audits. Vol. 20, Pp. 753-778.

Wilkinson, J. W. (1993). Accounting information systems: Essential concepts and applications. Second Edition. New York: John Wiley & Sons Inc.

Wilkinson, J. W., Cerullo, M. J., Raval, V. & Wong-On-Wing, B. (2000). Accounting information systems: Essential concepts and applications. New York: John Wiley and Sons.

Wuburoko E.S, (2001): *Introduction to information technology* (second edition), I.A.C.E, Kampala University, Edsoft computer institute.

Zimmerman J. L. (1995): Accounting for decision-making and control, Chicago: Irwin.

APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Respondent

My name is **KUKUNDAKWE JOABS, 1161-05014-04033** a student from Kampala International University, carrying out a study on "**The effect of accounting information systems on strategic decision making in commercial banks in Uganda: A case study of Stanbic Bank, Head Office, Kampala".** I am very glad that you are my respondent for this study. The purpose of this questionnaire was to obtain your opinion/views to be included among others in the study. This research is one of the requirements leading to the award of Bachelor's Degree in Business Administration (Accounting and Finance) of Kampala International University. It is hence an academic research and was not be used for any other purpose other than academic. Your co-operation and answers to these questions heartily and honestly was significant to this study to gather the data needed.

SECTION A: BACKGROUND INFORMATION (Please tick the most appropriately)

1. Gender

Male ☐

Female ☐

2. Marital Status

Married ☐

Single ☐

3. Highest Educational level

Primary ☐

Secondary ☐

Tertiary ☐

University ☐

4. Age.

Below 20 ☐
Between 20-39 ☐
Between 40-59 ☐
60 and above ☐

SECTION B: EFFECT OF ACCOUNTING INFORMATION SYSTEMS ON DECISION MAKING AT STANBIC BANK, HEAD OFFICES, KAMPALA

What are the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?

a) Efficiency ☐
b) Cost Effectiveness ☐
c) Saves Time ☐
d) Accuracy ☐
e) Less Costly ☐
f) Level of Output ☐

To what extent is accounting information system beneficial at Stanbic Bank?

a) Very high ☐
b) High ☐
c) Not sure ☐
d) Low ☐
e) Very low ☐

What are the challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?

a) Learning the System ☐
b) Loss of Information ☐
c) Re-evaluation ☐

To what extent are facing the use of accounting information system common at Stanbic Bank?

a) Very high ☐
b) High ☐
c) Not sure ☐
d) Low ☐
e) Very low ☐

What are the factors influencing decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

a) Objectives of a firm ☐
b) Economic factors ☐
c) Technological Factors ☐
d) Environmental factors ☐
e) Public awareness ☐
f) Social costs ☐

To what extent do these factors influence decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

a) Very high ☐
b) High ☐
c) Not sure ☐
d) Low ☐
e) Very low ☐

What is the relationship between accounting information systems and decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

a) Uganda has a very difficult economic situation ☐
b) Use of judos relevant information and techniques in decision making process ☐
c) The economy is really in direst acts ☐

To what extent is accounting information systems related to decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

f) Very high ☐
g) High ☐
h) Not sure ☐
i) Low ☐
j) Very low ☐

APPENDIX II

INTERVIEW GUIDE

What are the benefits of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?

To what extent is accounting information system beneficial at Stanbic Bank?

What are the challenges facing the use of accounting information system in Stanbic Bank, Head Offices, Kampala-Uganda?

To what extent are facing the use of accounting information system common at Stanbic Bank?

What are the factors influencing decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

To what extent do these factors influence decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

What is the relationship between accounting information systems and decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

To what extent is accounting information systems related to decision making in Stanbic Bank, Head Offices, Kampala-Uganda?

APPENDIX III: TIME FRAME

ACTIVITY	December 2018	January 2019	February 2019
Topic formulation			
Introduction writing			
Literature review writing			
Methodology			
Typing and correction			
Reviewing			
Final copy formulation			

APPENDIX III: BUDGET

ITEM	PARTICULARS	UNIT	COST PER UNIT (UG SHS)	TOTAL (UG SHS)
Equipments	Ream of papers Pens	1 1 Box	15,000 15600	15,000 15,600
Field work and collection of data	Communication Transport to and from Library fees	Airtime cards 10 days	3 x 5000 10,000	15,000 10,000 10,000 5000
Data analysis	Data entry	70	2000	14,000
Research report	Type setting and Printing master copy Binding	600 @page Next 2 copies	Approx 60 pages 60 3	36,000 12,000 24,000
Miscellaneous				60,000
Total				**216,600**

KAMPALA
INTERNATIONAL
UNIVERSITY

Ggaba Road, Kansanga* PO BOX 20000 Kampala, Uganda
Tel: +256 777 295 599, Fax: +256 (0) 41 - 501 974
E-mail: mugumetm@gmail.com,
* Website: http://www.kiu.ac.ug

COLLEGE OF ECONOMICS AND MANAGEMENT
DEPARTMENT OF ACCOUNTING AND FINANCE

JANUARY, 28TH 2019

To whom it may concern

Dear Sir/Madam,

RE: INTRODUCTORY LETTER FOR KUKUNDAKWE JOABS 1161-05014-04033

This is to introduce to you the above named student, who is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Business Administration, Third year Second semester.

The purpose of this letter is to request you avail him with all the necessary assistance regarding him research.

Topic: - **ACCOUNTING INFORMATION SYSTEMS AND STRATEGIC DECISION IN COMMERCIAL BANKS IN UGANDA**

CASE STUDY: - **STANBIC BANK KAMPALA UGANDA**

Any information shared with him from your organization shall be treated with utmost confidentiality.

We shall be grateful for your positive response.

Yours truly,

28/01/2019

DR. JOSEPH B.K. KIRABO
HOD – ACCOUNTING AND FINANCE
0772323344