

**Literature Review**


   Because MIS supplies decision makers with facts, it supports and enhances the overall decision making process. MIS also enhances job performance throughout an institution. At the most senior levels, it provides the data and information to help the board and management make strategic decisions. At other levels, MIS provides the means through which the institution's activities are monitored and information is distributed to management, employees, and customers.


   Frequently, operational processes and feedback devices are intertwined and cannot easily be viewed separately. The most efficient and useable MIS should be both operational and informational. As such, management can use MIS to measure performance, manage resources, and help an institution comply with regulatory requirements. One example of this would be the managing and reporting of loans to insiders.


   Technology advances have increased both the availability and volume of information management and the directors have available for both planning and decision making. Correspondingly, technology also increases the potential for inaccurate reporting and flawed decision making. Because data can be extracted from many financial and transaction systems, appropriate control procedures must be set up to ensure that information is correct and relevant.

MIS can also be used by management to provide feedback on the effectiveness of risk controls. Controls are developed to support the proper management of risk through the institution's policies or practices, operational processes, and the assignment of duties and responsibilities to staff and managers.


In addition, since MIS often originates from multiple equipment platforms including mainframes, minicomputers, and microcomputers, controls must ensure that systems on smaller computers have processing controls that are as well defined and as effective as those commonly found on the traditionally larger mainframe systems.


Sound fundamental principles for MIS review include proper internal controls, operating procedures and safeguards, and audit coverage. These principles are explained throughout this booklet.


Risk reflects the potential, the likelihood, or the expectation of events that could adversely affect earnings or capital. Management uses MIS to help in the assessment of risk within an institution. Management decisions based upon ineffective, inaccurate, or incomplete MIS may increase risk in a number of areas such as credit quality, liquidity, market/pricing, interest rate, or foreign currency.


To function effectively as an interacting, interrelated, and interdependent feedback tool for management and staff, MIS must be "useable." The five elements of a useable MIS system are: timeliness, accuracy, consistency, completeness, and relevance. The usefulness of MIS is hindered whenever one or more of these elements are compromised.


A sound system of automated and manual internal controls must exist throughout all information systems processing activities. Information should receive appropriate editing, balancing, and internal control checks. A comprehensive internal and external audit program should be employed to ensure the adequacy of internal controls.


data should be processed and compiled consistently and uniformly. Variations in how data is collected and reported can distort information and trend analysis. In addition, because data collection and reporting processes will change over time, management must establish sound procedures to allow for systems changes. These procedures should be well defined and documented, clearly communicated to appropriate employees, and should include an effective monitoring system.

12. Integration of Farm Management Information Systems to support real-time management decisions and compliance of management standards. Center for research & technology, Thessaly, Greece. 2009.
Decision makers need complete and pertinent information in a summarized form. Reports should be designed to eliminate clutter and voluminous detail, thereby avoiding "information overload."


Information provided to management must be relevant. Information that is inappropriate, unnecessary, or too detailed for effective decision making has no value. MIS must be appropriate to support the management level using it. The relevance and level of detail provided through MIS systems directly correlate to what is needed by the board of directors, executive management, departmental or area mid-level managers, etc. in the performance of their jobs.


The development of sound MIS is the result of the development and enforcement of a culture of system ownership. An "owner" is a system user who knows current customer and constituent needs and also has budget authority to fund new projects. Building "ownership" promotes pride in institution processes and helps ensure accountability.


MIS does not necessarily reduce expenses, the development of meaningful systems, and their proper use, will lessen the probability that erroneous decisions will be made because of inaccurate or untimely information. Erroneous decisions invariably misallocate and waste resources. This may result in an adverse impact on earnings and/or capital.


They should also be used in support of the long term strategic MIS and business planning initiatives. Without the development of an effective MIS, it is more difficult for management to measure and monitor the success of new initiatives and the progress of
ongoing projects. Two common examples of this would be the management of mergers and acquisitions or the continuing development and the introduction of new products and services.


Management should also consider use of "project management techniques" to monitor progress as the system is being developed. Internal controls must be woven into the processes and periodically reviewed by auditors.


Identified the institution's specific information requirements. Examiners can focus on specific information needs related to issues such as asset quality, interest rate risk, regulatory reporting, and compliance.


Established effective reporting mechanisms to guide decisions. This process includes reviewing controls that ensure that information is reliable, timely, accurate, and confidential.


Because of its important role in economics growth, small and medium business enterprises has to increase its capability and human resource in order to win the global competition with foreign economics institution. One technique that can be used to increase its ability and competitive power of small and medium business enterprises is by employing information technologies. With employing information technology, small and
medium business enterprises can reduce its production cost and then increasing its profitability and competitive power. Small and medium business enterprises, generally have limited resource if compared with large business.


Resource poverty refers to the lack of financial and human resource. Because the lack of financial resource, small and medium business enterprises usually make minimal commitments that are often spread out at different moment in time.


Employing information technologies need more consent than just its implementation, because it didn’t had any quantitative measure. With its absent of quantitative measure, effectiveness and efficiency of information system application cannot be measured directly.


The information system success determinants as an indicator of information systems effectiveness are developed relies on a number of theoretical areas including expectancy theory, theory reasoned action, theory of planned behavior, theory of acceptance model, social cognitive theory and innovation diffusion theory. With these theories combination, determinant of IS success is a function of user related variables, management variables, external expertise support, environmental context variables.


External expertise factor had significant on accounting information system success implementation. Environmental factor had no significant impact on accounting
information system success implementation. Management factor had positive impact on user relate factor. Environmental factor had positive impact on user related factor.


Another characteristic of small and medium business enterprises is support dependency form environment. Because its limited resource of financial and human resource in small and medium business enterprises has forcing small and medium business enterprises to make minimal commitment.


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Many parties concerned with successful adoption of information system in Indonesian small and medium business enterprises. Because many parties concerned with development of small and medium business enterprises especially in information systems adoptions, according its own interest, this research expected to give beneficial contributions to those parties.


There are a couple of different backgrounds here. I think we've got ethical situations for leaders of the technology companies and as it relates to the legal perspective. Then we've got the legal situations involving the attorneys. All this is sort of cast on a backdrop that the legal profession is self-regulated. We have an American Bar Association that
proscribes model rules of ethics that we have to follow, and then each state then has their own disciplinary rules for monitoring the conduct of attorneys. Many times in litigation there's a very deep, competing tension, and that is, as an attorney, especially as a trial lawyer, you are an Officer of the Court, and that means that you have a responsibility to insure that your client is also meeting all the rules and regulations and is acting ethically.


There are certain core values as a lawyer you have to maintain, and some of those very quickly are: maintaining client confidentiality. There's an attorney/client privilege and what your client and you talk about you cannot reveal. Now if that presents in some situations a conflict between your duties as an Officer of the Court and client confidentiality, many times you as a lawyer may have to withdraw from representation rather than run the risk of having to reveal information.


We have employees and we have employment agreements, and we want to protect our information. And so we have non-compete clauses that may proscribe a geographical area within which you can't practice that for a period of time when you leave the company. Others we have non-disclosures, which says what you create while you work for me belongs to me, the company; it's not yours. And in many situations, there's a competing interest, and sometimes an ethical interest, between protecting your intellectual property versus inhibiting the ability or the right of an employee to go somewhere else to make a living.

One area that we talk a lot about is an area called spoliation, where a client or a form is actually - there's evidence that they actually destroyed information that should have been revealed to the other side. Again, other ethical issues related that may or may not be an issue if we didn't have some of the high-tech advancement which e-mail and back-up tapes and the like.


We also see ethical issues as it relates to transactions, to business transactions when you have the involvement of venture capitalists or investors. What percentage of equity in a company is appropriate for a certain level of investment? You've got failing companies. You've got companies that are in dire need of dollars. And from a legal perspective as well as company, you're many times presented with issues as to whether your venture capitalist client is taking advantage of a young start-up.


I'm currently chairing an extremely exciting firm - I'm sounding like a hopeless tout here - of Pavilion Technologies, which is a neural and artificial intelligence-based company which we'll take public probably in about a year. I spend a lot of time with that. When I'm not doing that, I go over to Cap Metro. When I'm not doing that, I have three of four other either business or civic engagements I'm involved in. And I'm struck by this duality or this two-side nature of things.


I regard that as underdeveloped muscularity in the area of understanding. To me, these are two sides of co-equal importance and one cannot live without the other. But because
they're two different cultures, they're both a bit snippy and snifffy towards each other. There's a tendency for each to put the other down, you see.


I'm now gone way past my time so I'm just going to hush except to say that I do think there is additional complexity in this area on the civic side. Two sides, two different cultures that don't really, at sort of the molecular DNA level, really think the other side is somehow not quite up to moral snuff, should we say.


When we were confronted with this kind of a scenario, we sort of went back and looked at the historical record of some scientists and engineers who'd been confronted with some similar kinds of things. And of course, most of this has a kind of headwaters in the response of the nuclear physicists who were part of The Manhattan Project and who immediately - almost immediately after the dropping of the bomb in Japan - began to ask some very, very probing questions about what the future of the world would be now that that they'd unleashed this technology.


Behavioral-based Executive Coaching can help in this direction. Developing personal mastery begins with closely watching your own performance. You should make a note of areas in which you shine and the ones you need to polish. Accept these and communicate the same to your team. It is also imperative that leaders acknowledge the fact that making mistakes will only take them closer to success.

As the business world evolves into one that boasts of parity, it is creating a culture its own. In order to be successful in this type of culture, leaders need to listen and accept feedback from their followers. They also need support from their followers in order to reach their goals. The participative and democratic style of leadership is gaining prominence in today's Information Age, in which decisions are frequently reached jointly, as leaders and followers brainstorm ideas in an open and communicative environment. Mutual trust and respect form the crux of this relationship.


As organizations come to grips with the dynamics of a truly borderless, twenty-four-hour world. He then takes these trends to their logical, and inevitable conclusion: the rise of the “market-facing enterprise,” in which all relationships and functions are enhanced even defined through technology, and the focus moves from inside the company to its vast network of suppliers, distributors, customers, and partners. But Enterprise.com goes far beyond the traditional boundaries of business. Drawing from the pioneering contributions of Lotus, as well as showcasing examples from innovators in such diverse industries as insurance and aerospace, Papows explores the profound implications of the IT revolution. At his most provocative, Papows considers the challenges that lie ahead, especially as individuals, businesses, and governments clash over issues such as privacy, encryption, common standards, and regulations.


This inclination toward management theory stems, in part, from the disparity between management programs found in several forms on most campuses (MBA, MS in Finance, Accounting, HR, IT, Economics, etc) that serve “marketable” business needs, and leadership programs sprinkled sparsely throughout academia that straddle serving business needs and addressing larger ideals within the human condition. Our preliminary
research discovered tens of thousands of management-based graduate programs rooted in a problem-solving paradigm at nearly every college, university and on-line campus. However, as previously mentioned, we were only able to locate approximately seventy graduate programs (outside educational administration programs) nationwide dedicated to the inquiry of leadership.


The mindset of a leader is finally being recognized as complex and distinct from that of a manager. We are beginning to fully grasp that the human interpersonal “soft skills” available through human interaction (e.g., self-expression through values, purpose and commitment; collaboration through new levels of relatedness; and complex change and learning) are essential for leadership. In contrast management programs tend to develop inquiries rooted in handling an organization’s quantitative “hard skills” to resolve problems.


Technical knowledge has expanded with greater frequency, reaching beyond our capacity to gather, capture, analyze, and generate data. Information is available in greater quantities to individuals at home, in offices and in organizations. Multiple levels of information are now available on any topic, at any time, any place, by anyone. The result is an overwhelming sense of too many choices without enough reflection to rank or prioritize which choices demand what kind of time.