

## ABSTRACT

This PhD dissertation, entitled “Financial Information System in Management of Small Enterprise. Designing – implementation – evaluation”, concerns the issue of the use of financial information systems in the management of small enterprises. The main objective of the work was to develop the concept of a comprehensive financial information system for a small enterprise as a tool to improve the management process, and among the specific objectives was to identify barriers to the functioning and development of small enterprises in Poland (C1), to analyze the functioning and assess the usability of financial information systems in small enterprises in connection with their decision-making process (C2) and the implementation of the comprehensive concept of the financial information system in selected small enterprises, followed by an empirical assessment of their effects and impact on the management process in these entities (C3).

The work consists of an introduction chapter in which, among others, description of the research methodology is presented, four main chapters (I-IV), and a concluding chapter in which the results are summarized, and the conclusions drawn from the research are presented.

In Chapter I, the role of the information system in managing a modern enterprise is presented, and the place of information in modern scientific discourse in the field of management sciences is described. Desirable qualities of information are also indicated, and criteria for assessing the quality of information systems are discussed, among others according to ISO 9126 and 25010 standards, as well as maturity models of information processes in an enterprise.

Chapter II presents small enterprises as the subject of the management process and discusses the importance of the small enterprise sector in Poland, and the specifics of their functioning and development barriers they encounter, thus achieving research goal C1.

Chapter III presents the results of empirical research on the structure and functioning of information systems in small enterprises, presents the assessment of usability of existing systems, followed by the analysis and evaluation of the research results. Hypothesis H1 is positively verified: *The current level of usability of financial information systems makes it difficult to make decisions in small entities employing at least 5 employees*; Hypothesis H2 is also positively verified: *To ensure efficient decision making process, an improvement of the financial information systems operating in small entities employing at least 5 employees is required*. In addition, information needs and information resources of small organizations,

human capital as the intellectual component of the information system, and system software are discussed. Thus, research objective C2 was achieved.

Chapter IV discusses the procedure for designing and implementing the concept of a comprehensive financial information system in selected small enterprises, presenting the full implementation cycle -- pre-implementation analysis, selection of IT solutions, system deployment, operation, and evaluation of the effects of changes from the point of view of praxeological measures. Obstacles encountered during implementation were also discussed. Thus, research goal C3 and the main research goal were achieved.

The main achievements of this work are, firstly, demonstrating that financial information systems in small enterprises employing at least 5 employees are characterized by low usability, often unacceptable to their owners. While the systems currently used are cheap and easy to use, they are unable to provide their users with complete and current information necessary in the management processes. As a consequence, managers make incorrect decisions whose cost exceeds 1% of the company's annual revenue. This problem is marginal in enterprises employing less than 5 employees.

The second achievements is the demonstration that with a properly designed and implemented comprehensive financial information system based solely on standard software, it is possible to achieve an increase in the level of usability of the system comparable to a dedicated system. The benefits obtained in this way in the surveyed enterprises oscillate in the range of 1.4% to 5.3% of annual turnover and from 18% to 169% of annual profit.

The third achievements is the identification of the 5-person level of employment as a limit value above which the probability of malfunctioning of the financial information system in a small enterprise increases, which should encourage entrepreneurs employing at least 5 employees to periodically verify the level of usability of their systems and upgrade them if necessary.