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**Actor-network, external institutionalism and management control systems
in a state-owned commercial bank**

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ABSTRACT

This paper reports on a case study to show how control is exercised and achieved via budgeting in a state-owned commercial bank drawn from the Sri Lankan context for illustrative purposes. Drawing on actor-network theory (ANT) and new institutional sociology (NIS) in tandem, we examine human and non-human actors in action and trace their interconnections, alongside external institutional forces that may shape management control practices in the case bank. The study deployed the qualitative case study approach using face-to-face interviews with key personnel at various hierarchical levels, personal observations, and archival records. The study exhibits that the design, operation and use of budgetary control systems get attuned to the heterogeneity of key actors' interests, external institutional forces, and the complexity of the institutional setting. Although the paper is based on a single case study it contributes to the management accounting literature through the development of a better understanding of management control in action by combining actors' engagement with broader institutional concerns. The paper illustrates how the dual theories, ANT and NIS could be meaningfully brought together to offer wider insights into the dynamics of management control in the banking setting.

Keywords: Management control; budgeting; actor-network theory; new institutional sociology; commercial banks