**Table 1. Examples of the interaction between political and institutional forces on the situated emergence of financial management practices.**

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| **Author(s)** | **Role of cultural/political/institutional influences** |
| Jürgens, Naumann and Rupp (2000) | **The need for both regulatory and institutional reform.**  Reforms in German regulation of financial markets (the second and third laws on the promotion of financial markets) lay the foundations for the adoption of shareholder value informed management but institutional change was also needed in the cultures of workers and managers so they accepted and adopted new ways of working. |
| Vitols (2004) | **The dialectical nature of political and institutional change associated with the adoption of financial management practices.**  ‘Negotiated shareholder value’ practices emerge in place-specific ways as a result of the compromises needed involving a range of different actors who all influence the type of management techniques finally adopted when financial logics changed management practice. |