TABLE OF CONTENTS

Chapter 1: Introduction
1.1 Introduction
1.2 Background
  1.2. a Theoretical Background
  1.2. b Practical Background
1.3 Research Problem and Hypotheses
1.4 Proposed Conceptual Model
1.5 Objectives of the Study
1.6 Outline of the Report
1.7 Delimitations of Scope

Chapter 2: Review of Existing Knowledge in the Area
2.1 Introduction
2.2 Market Orientation
  2.2. a Definitions of Market Orientation
  2.2. b Outcomes of Definitional Differences
  2.2. c Focuses of Market Orientation
  2.2. d Need for Market Orientation
  2.2. e Features of Market Orientation
  2.2. f Steps to Implement Market Orientation
  2.2. g Antecedents and Consequences of Market Orientation
  2.2. h Measurement Issues
  2.2. i Implications of Market Orientation
  2.2. j Development Of The Field
2.3 Organizational Performance
  2.3. a Performance Definitions
    a) Goal Based Approach
    b) Multiple Constituency Approach
    c) Strategic Management School
    d) Balanced Score Card
  2.3. b Performance Measurement in Market Orientation Studies
2.4 Structural Variables
  2.4. a Autonomy
  2.4. b Autonomy and Decentralization
  2.4. c Measurement of Autonomy
  2.4. d Literature on Measurement and scale Development

Impact of Structural Variables on Market Orientation and Organizational Performance
2.4. d. 1 Construct Definition:
2.4. d. 2 Content or Face Validity
2.4. d. 3 Scale Dimensionality:
2.4. d. 4 Measurement Reliability
2.5 Literature on Mediation and its Testing

Chapter 3: Methodology
3.1 Introduction
3.2 Research Design
3.3 Unit of Analysis
3.4 Selection of Samples
3.5 Data Collection Tools
3.6 Data Collection Procedure:
3.7 Data Analysis Techniques

Chapter 4: Analysis of Data and Discussion of Results
4.1 Introduction
4.2 Analysis for Scale Development
4.2. a Factor Analysis for Examining Scale Dimensions
4.2. b Reliability Analysis (ALPHA) for the scale
4.3 Discussion Based On Initial Interviews
   Practice 1: HDFC Ltd.
   Practice 2: The ING Vysya Bank Ltd.
   Practice 3: The Standard Chartered Bank
4.3. a Insights from Cases
4.4 Discussion of Survey Results
4.4. a Impact of Structural Variables on Market Orientation
4.4. b Impact of all Independent Variables on Performance
4.4. c Components of Market Orientation on Performance
4.4. d Test for Mediating role of Market Orientation

Chapter 5: Conclusions
5.1 Introduction
5.2 Conclusions about Research Questions and Hypotheses
5.3 Managerial Implications
5.4 Directions for Future Research
5.5 Conclusion

Bibliography

Impact of Structural Variables on Market Orientation and Organizational Performance
STATEMENT OF ORIGINAL AUTHORSHIP

I hereby declare that this submission entitled "Impact of Structural Variables on Market Orientation and Performance: A Study in the Indian Retail Banking Context" is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of universities or other institutes of higher learning, except where due acknowledgement has been made in the text.

Place: Goa University
Date: November 6, 2009

(Barnabas Nattuvathuckal)
ACKNOWLEDGEMENT

I gratefully acknowledge the contributions of many a researchers, academicians, practitioners and institutions that culminate in this thesis work. My research guide Dr. Nandakumar Mekoth remained a constant source of direction, reflection, support, critique, encouragement and friendship right from inception of the study. I wish to express my heartfelt gratitude and sincere appreciation to Dr. Nandakumar for the same. I am also deeply indebted to Dr. B S Powar for the dedication he displayed in inducting me to methodological issues in academic research and to all my teachers who have positively influenced my not so eventful academic pursuits. The members of faculty and research scholars at the Department of Management Studies and members of the Faculty Research Committee spent their valuable time providing many relevant observations through the six monthly presentations and I am thankful to them for their contributions.

I am thankful to my parents, family members and relatives for their prayers all through the study and especially to my wife Anita for shouldering many domestic duties whenever I failed doing them during the course of my research study.

Above all I thank God.