Chapter 7

Concluding Remarks
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The analysis and interpretation pertaining to different issues of this study identify areas of executive selection process in India where lies scope for improvement.

While the different methods/techniques of executive selection used in Western countries can be used here, the selection criteria (Western) used should be changed/modified by criteria based on Indian concept of personality. In that case, Indian executive applicant possessing Indian personality traits would be chosen on the basis of Indian selection criteria/modified selection criteria. This will ensure value congruence in case of selected executives. The selectors also would not experience duality as discussed earlier. This will ensure executive adjustment, commitment and long-term effectiveness.

The selection criteria operate in the cognitive area of the selectors, firmly grounded in their rational conscious self because of western education. In order to make them aware of the limitations of adopting Western selection criteria and to urge them to adopt Indian selection criteria, a change of their cognitive map is necessary. But this is not that easy and it's a slow and long drawn process. Further research work is required in this area and their implications should be published in popular magazines on management and various management journals.

When they will be exposed to this material, only then they are expected to understand and accordingly change their cognitive map and pay attention to selection criteria based on Indian concept of personality.