



**T A MANAGEMENT INSTITUTE
MANIPAL - 576104**

Research Seminar

“The relevance of the Guna-Ego matrix in a crisis situation: lessons
for Indian managers”

Speaker

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T A PAI Management Institute, Manipal

3.00PM, January 27, 2010, Class Room No. F2, TAPMI New Campus

All are invited

Abstract

The ancient Indian texts have discussed the concept of the three gunas at great length. The Transactional Analysis Theory elaborates three ego states which predominate individual attitudes in human transactions. While the Guna Theory is founded on relatively basic human instincts, the Ego Theory addresses the transient moods of the parties concerned during a transaction. Combining the two will provide a new platform to address human behavior during conflicts. This paper is based on a matrix developed by the author on the Guna-Ego conflict. A character is drawn from each of the two great epics of India viz; The Ramayana and The Mahabharata and the matrix is applied during a conflict situation.

Kaikeyi plays a significant part in the development of the theme of Ramayana. Her conduct and emotions during the critical stage in the Ayodhya Kanda portray a bewildering kaleidoscope of the Guna-Ego combination. The way she is influenced and is able to influence others in her turn is a case study by itself of ego conflicts. A similar situation occurs in Mahabharata as well. There is a whole range of ego shifts in the approach of Arjuna when the war is about to commence. He travels from one ego stage to the other in the course of 18 chapters of Bhagavad Gita. The influence of external forces is visible and profound. Yet, Arjuna comes out in a positive note whereas Kaikeyi emerges as the villain of the piece. The Guna-Ego theory is put to test in both the circumstances and the results are analyzed. This study tries to find the relevance of the above matrix for Indian managers.

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