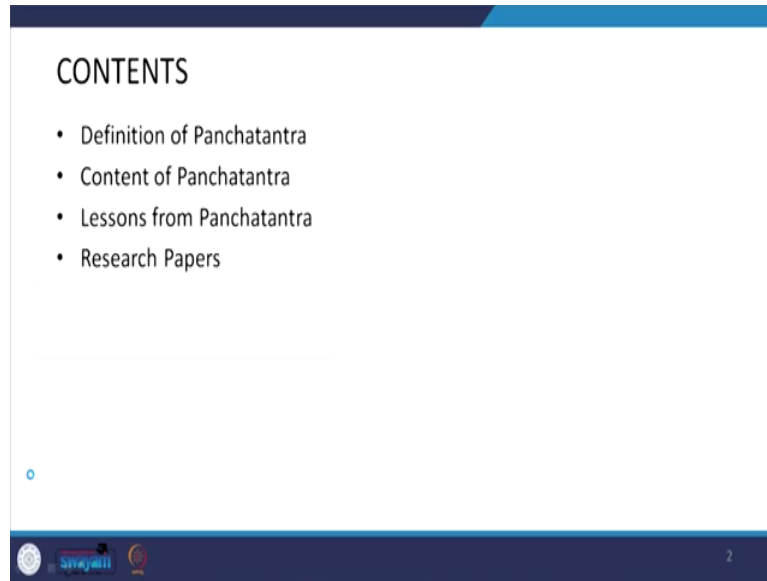


**Managerial Skills for Interpersonal Dynamics**  
**Professor Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 53**  
**Panchtantra & Interpersonal Dynamics**

In this session, we will talk about a very interesting approach that is about the panchtantra and the interpersonal dynamics.

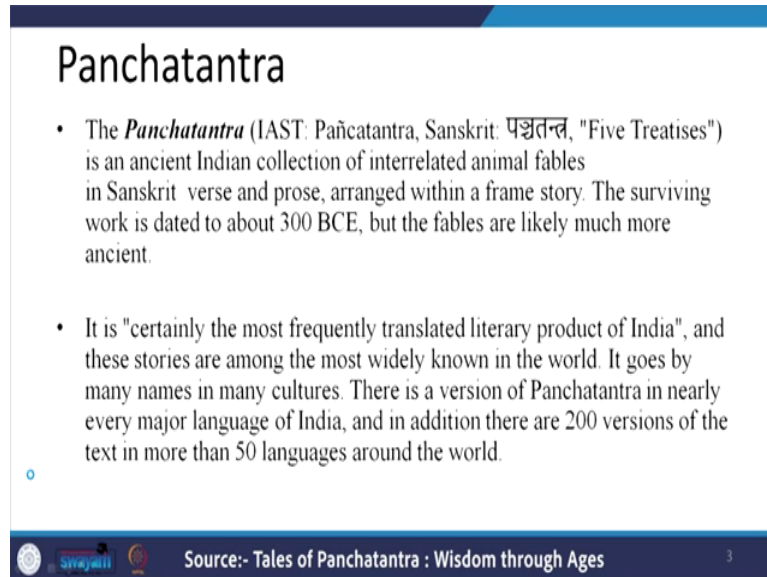
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CONTENTS

- Definition of Panchatantra
- Content of Panchatantra
- Lessons from Panchatantra
- Research Papers

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Panchatantra

- The *Panchatantra* (IAST: Pañcatantra, Sanskrit: पञ्चतन्त्र, "Five Treatises") is an ancient Indian collection of interrelated animal fables in Sanskrit verse and prose, arranged within a frame story. The surviving work is dated to about 300 BCE, but the fables are likely much more ancient.
- It is "certainly the most frequently translated literary product of India", and these stories are among the most widely known in the world. It goes by many names in many cultures. There is a version of Panchatantra in nearly every major language of India, and in addition there are 200 versions of the text in more than 50 languages around the world.

Source:- Tales of Panchatantra : Wisdom through Ages

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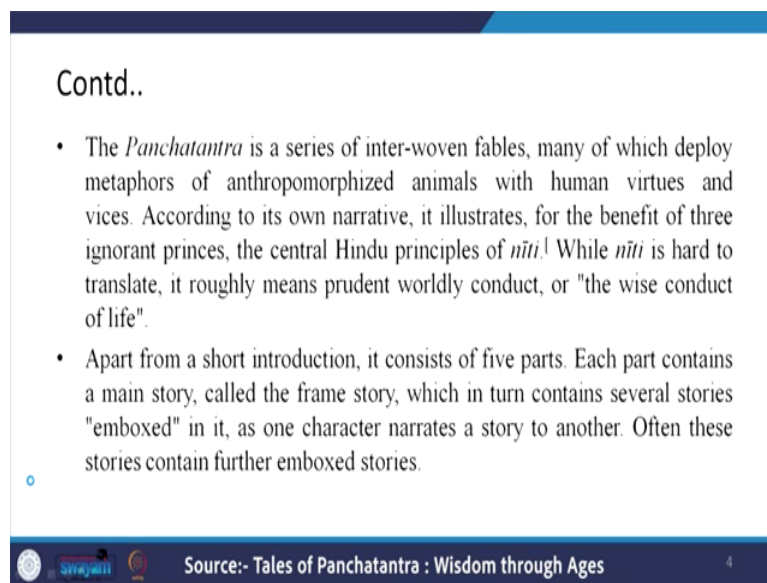
In the first we will talk about the definition of the panchtantra, content of the panchtantra, lessons from the panchtantra, research papers will be there. So, panchtantra actually in the Sanskrit it is a panchtantra that is a 5 treatise. So, treatises a when we are talking about is an

ancient Indian collection of the interrelated animal fables in Sanskrit, verse and prose arranged within a frame story.

The surviving work is dated to about 300 BC, but the fables are likely much more ancient. It is certainly the most frequently translated literary product of India. And these stories are among the most widely known in the world. So, therefore, this panchtantra that is the 5 treatises that has become a very-very popular. It goes by the many names in many cultures. There is a version of the panchtantra in nearly every major language of India.

And in addition, there are two hundred versions of the text in more than fifty languages around the world. And therefore, you will find that is whenever we are talking about the panchtantra that it has become a widely popular and not only popular, it has become the applicable in their practices also.

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- The *Panchatantra* is a series of inter-woven fables, many of which deploy metaphors of anthropomorphized animals with human virtues and vices. According to its own narrative, it illustrates, for the benefit of three ignorant princes, the central Hindu principles of *niti*.<sup>1</sup> While *niti* is hard to translate, it roughly means prudent worldly conduct, or "the wise conduct of life".
- Apart from a short introduction, it consists of five parts. Each part contains a main story, called the frame story, which in turn contains several stories "emboxed" in it, as one character narrates a story to another. Often these stories contain further emboxed stories.

Source:- Tales of Panchatantra : Wisdom through Ages

The panchtantra is a series of interwoven fables, one of which deployed the metaphors of the anthropomorphized animals and they are with human virtues and vices. According to its own narrative, it illustrates, for the benefit of three ignorant princes, the central Hindu principle of *niti*. While *niti* is hard to translate, it roughly means that is the how that as becoming the prudent worldly conduct or the wise conduct of life.

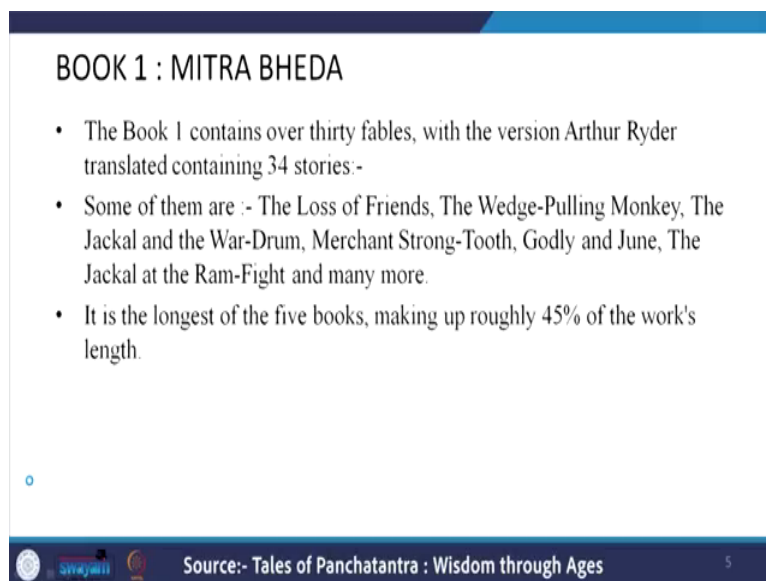
And therefore, when we are talking about the wisdom. In our previous session, we have talked about the wisdom and therefore the, for the panchtantra that gives us the wisdom. Wisdom practically, that is how to handle the problems in your life. Wisdom that is how to grow. And wisdom that is the how you can be a leader and solve the problem. And this is also

a very beautiful example of the creativity and problem solving approach. Because, almost in all stories of panchtantra you will find there are the problems. And what one has to do?

One has to find the solution to those problems. And by knowing this, the person learns the lesson, that is in one's life, if there is a problem, then how smartly and wisely one can solve that particular problem. Apart from a short introduction, it consists of five parts. Each part contains immense story called frame story, which in turn contains several stories, that is the embossed in it.

As one character narrates a story to another and often these stories contain, the further embossed stories are there. And therefore, you will find, you will learn the one to another story and one to another principle, principles of wisdom. So, therefore, there this framing of the story is done.

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**BOOK 1 : MITRA BHEDA**

- The Book 1 contains over thirty fables, with the version Arthur Ryder translated containing 34 stories :-
- Some of them are :- The Loss of Friends, The Wedge-Pulling Monkey, The Jackal and the War-Drum, Merchant Strong-Tooth, Godly and June, The Jackal at the Ram-Fight and many more.
- It is the longest of the five books, making up roughly 45% of the work's length.

Source:- Tales of Panchatantra : Wisdom through Ages

We will talk first one. The book one has talked about the Mitra Bheda. The book one contains over thirty fables, which the version Arthur writers translated containing thirty four stories. Some of them are The Loss of Friends, The Wedge-pulling Monkeys, The Jackal and the War Drum, The Merchant Strong tooth, Godly and June, The Jackal at the Ram-fight and many more. So, therefore, the whenever we are talking about these stories, it is the longest of the five books making up roughly forty five percent of the work's length.

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**BOOK 2 : MITRA SAMPRAPTI**

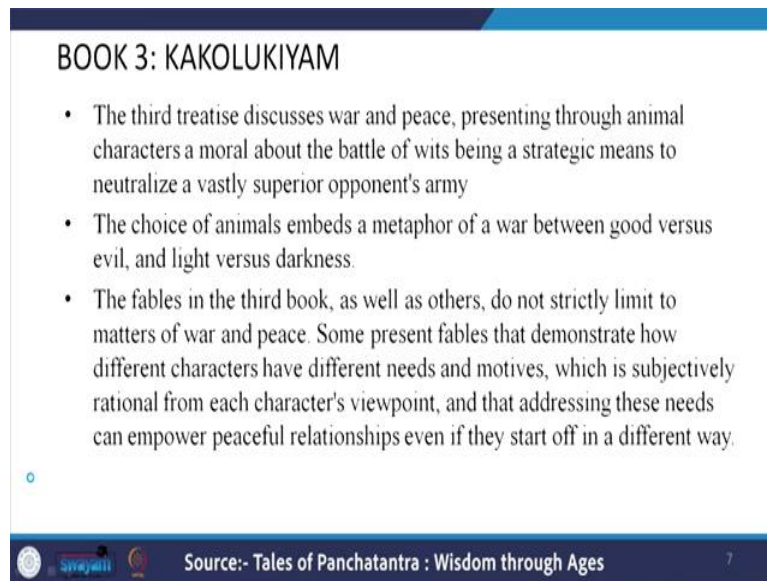
- The second treatise is quite different in structure than the remaining books, states Olivelle, as it does not truly embody fables. It is a collection of adventures of four characters: a crow, a mouse, a turtle and a deer.
- The overall focus of the book is the reverse of the first book. Its theme is to emphasize the importance of friendships, team work, and alliances. It teaches, "weak animals with very different skills, working together can accomplish what they cannot when they work alone", according to Olivelle.
- United through their cooperation and in their mutual support, the fables describe how they are able to outwit all external threats and prosper
- Book 2 makes up about 22% of the total length.

Source:- Tales of Panchatantra : Wisdom through Ages

Book two is the Mitra Samprati. The second treatise is quite different in structure than the remaining books. States Olivelle, as it does not only truly embody fables. It is a collection of the adventures of the four characters, a crow, a mouse, a turtle and a deer. The overall focus of the book is the reverse of the first book. Its theme is to emphasize the importance of friendships, teamwork and alliances.

It teaches weak animals with very different skills, working together can accomplish what they cannot when they work alone. And therefore, a concept of the team building that has been encouraged. United through their cooperation and in their mutual support, the fables describe how they are able to outwit all external threats and the prosper. Book two makes up about twenty 22 percent of the total length.

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**BOOK 3: KAKOLUKIYAM**

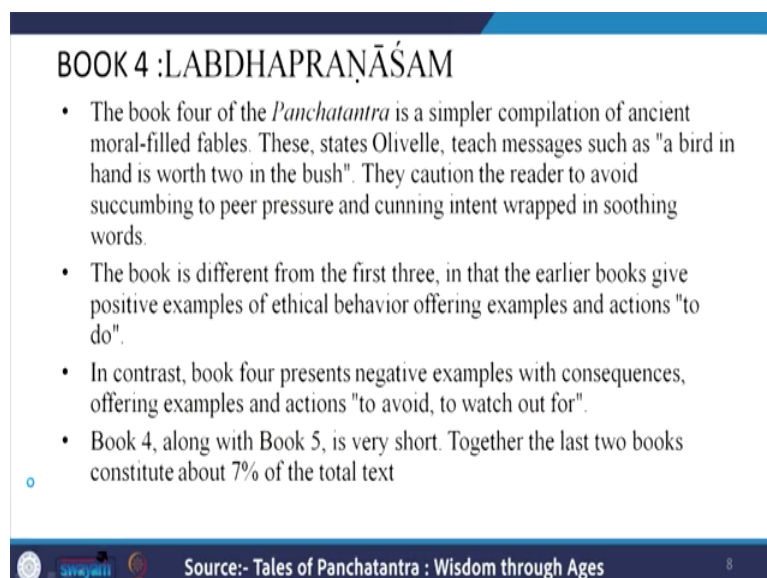
- The third treatise discusses war and peace, presenting through animal characters a moral about the battle of wits being a strategic means to neutralize a vastly superior opponent's army
- The choice of animals embeds a metaphor of a war between good versus evil, and light versus darkness.
- The fables in the third book, as well as others, do not strictly limit to matters of war and peace. Some present fables that demonstrate how different characters have different needs and motives, which is subjectively rational from each character's viewpoint, and that addressing these needs can empower peaceful relationships even if they start off in a different way.

Source:- Tales of Panchatantra : Wisdom through Ages

Book three that talks about Kakolukiyam. The third treatise discusses war and peace, presenting through the animal characters, a model about the battle of wits being a strategic means to neutralize a vastly superior opponent's army. The choice of animals embeds a metaphor of war between good versus evil, and light versus darkness. The fables in the third book as well as others do not strictly limit to matters of what war in peace.

Some present that demonstrate how differently characters are different needs and motives, which is subjectively rational from each character's viewpoint and that addressing these needs. These needs can empower peaceful relationship, even if they start off in a different way. And therefore, this is a very much practical aspect.

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**BOOK 4 :LABDHAPRAṆĀŚĀM**

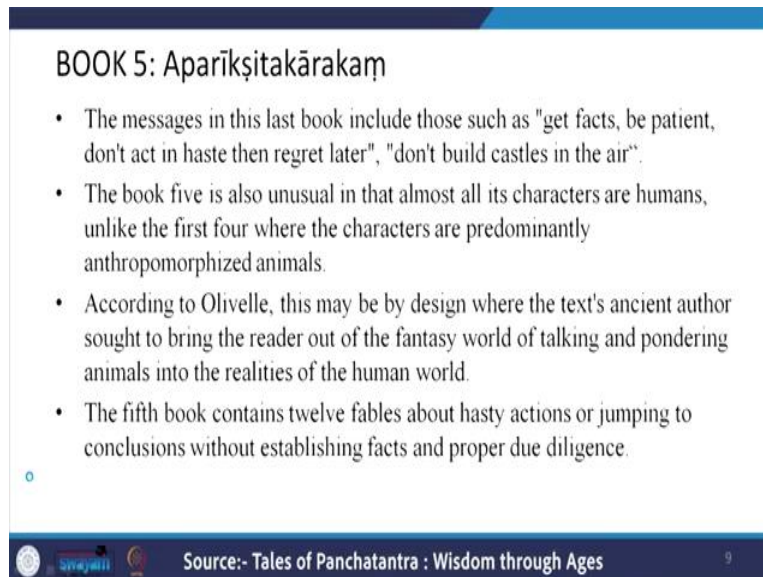
- The book four of the *Panchatantra* is a simpler compilation of ancient moral-filled fables. These, states Olivelle, teach messages such as "a bird in hand is worth two in the bush". They caution the reader to avoid succumbing to peer pressure and cunning intent wrapped in soothing words.
- The book is different from the first three, in that the earlier books give positive examples of ethical behavior offering examples and actions "to do".
- In contrast, book four presents negative examples with consequences, offering examples and actions "to avoid, to watch out for".
- Book 4, along with Book 5, is very short. Together the last two books constitute about 7% of the total text

Source:- Tales of Panchatantra : Wisdom through Ages

Book four is that is about the Labdhapranasam and the book four of the panchtantra a simpler compilation of the ancient moral filled fables. These, states Olivelle, teach messages, such as a bird, a bird in hand is worth two in the bush. They caution the reader to avoid succumbing to peer pressure and cunning intent wrapped in soothing words. And therefore in that case, that is making you the alert.

The book is different from the first three in that the earlier books give positive examples of ethical behavior, offering examples and actions to do. In contrast, book four presents negative examples with the consequences offering example actions to avoid to watch out for. Book four, along with book 5 is a very short. To get the last two books that constitute about 7 percent's of the total text.

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**BOOK 5: Aparīkṣitakāraṁ**

- The messages in this last book include those such as "get facts, be patient, don't act in haste then regret later", "don't build castles in the air".
- The book five is also unusual in that almost all its characters are humans, unlike the first four where the characters are predominantly anthropomorphized animals.
- According to Olivelle, this may be by design where the text's ancient author sought to bring the reader out of the fantasy world of talking and pondering animals into the realities of the human world.
- The fifth book contains twelve fables about hasty actions or jumping to conclusions without establishing facts and proper due diligence.

Source:- Tales of Panchatantra : Wisdom through Ages

Book 5 that is the Apariksitakararakam. The message in this book last book include those such as get facts, be patient, do not act in haste then the regret later, do not build the castle in the air. The book five is also unusual, in that almost all its characters are humans and like the first four, where the characters are the predominantly anthropomorphized animals.

And according to the Olivelle, this may be by design where the text's ancient author sought to bring the reader out of the fantasy world of the talking and pondering animals into the realities of the human world. The fifth contains twelve fables about hasty actions or jumping to the conclusions without establishing the facts and proper due diligence is there.

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**Lessons from Panchatantra**

- There are eleven lessons that can be learnt from Panchatantra which are relevant even now.
- The Indian Institute of Management Ahmedabad (IIM-A) conducted a course on Panchatantra for students of the postgraduate programme (PGP) and the postgraduate programme for executives (PGPX).
- It was initiated on the popular demand of the students of the Capability, Competence and Competitive Strategy (CCCS) course.

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So, what are the different lessons from the panchtantra? There are eleven lessons that can be learned from the panchtantra which are relevant even now. The Indian Institute of Management, Ahmedabad conducted a course on panchtantra for students of the postgraduate program and postgraduate program for the executives also.

It was initiated under popular demand of the students of the capability, competence and competitive strategic course. So, therefore, these particular concept of the panchtantra books that give develops the capability among the managers, develops the competence among the managers and then they also learn how to build the competitive strategy with the in the business world.

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- The course interprets conflicts in the Panchatantra and uses this as a means to explain management.
- Conflict is an indication of interest across different agencies. At the fundamental level, individual conflicts occur due to differences in objectives where tactical measures lead to conflict resolution.
- Panchatantra provides an ideal vantage point for understanding conflicts involving individuals, philosophies, organizations or consciousness. Stories in Panchatantra can be leveraged to provide useful clues to resolve all kinds of conflicts," says Ravichandran.

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The course interprets the conflicts in the panchtantra and uses this as a means to explain management, what is management is? Conflict is an indication of interest across the different agencies. At the fundamental level, individual conflicts occur due to differences in objectives where tactical measures lead to the conflict resolution is there. Panchtantra provides an ideal vantage point for understanding the conflicts, involving individuals, philosophies, organizations or consciousness. Stories in panchtantra can be leveraged to provide useful clues to resolve all kinds of conflicts says the Ravichandran.

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**1. Learn the art of composure in a chaotic situation.**

- The story of 'The Crocodile and The Monkey' taught us the importance of keeping calm in a difficult situation. It's simple. If we keep stress under control when we are on a deadline, we'll definitely perform better. Panic will take us nowhere.

The first lesson. The learn the art of composure in a chaotic situation. The story of ‘The Crocodile and The Monkey’ taught us the importance of keeping calm in a difficult situation. It is a simple if we keep stress under control when we are on a deadline. We will definitely perform better, panic will take us nowhere. So, therefore, what is important is this? That is the how do you react and responds? Whenever we talk about the action and when we compare with the response that is the R versus R.

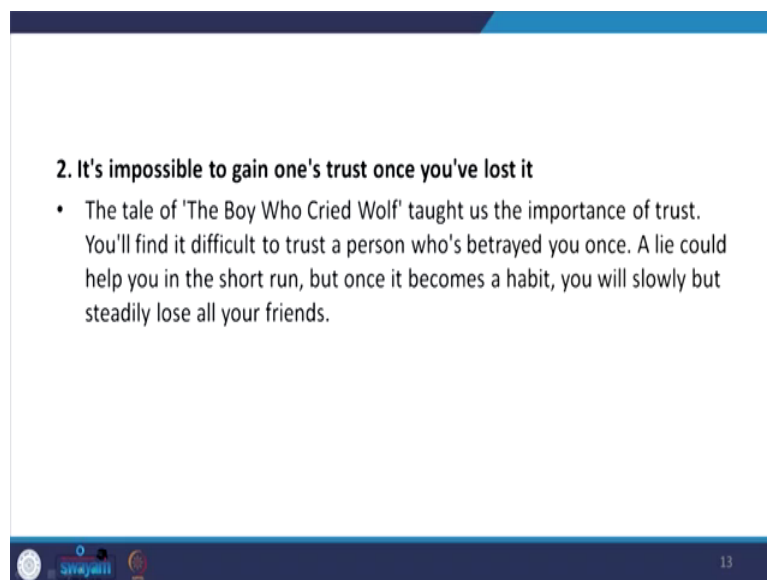
Now, you see, whenever you are under the stress. I will give the example, when you are at this position and this position is called the eustress. Now, when you are this position as per this concept, this is your eustress and then this is the maximum capability of yourself to be at the stress. Now what will happen naturally? Naturally because you had reached to the peak of your stress level and now the challenges in the performance increases, what will happen to stress? Stress will go down, this is the natural phenomena.



But here whenever if we are not painting and if we keep the stress under control, then we are on a deadline, we will definitely perform better and what a person will do? The person will go not here, he will resist. So, it will not like this, it will be like this. So earliest stress was at the 30, now stress eustress will be at 50, so, he is plus 20. He is bearing the capacity to tolerate the stress up to the 50 because he is not panic.

So, therefore, in that case it becomes very much important that is the whenever we are under the stress out of composer in a chaotic situation. So, whenever there is a chaotic situation, try that your stress becomes a functional stress. It does not become the dysfunctional stress and then you apply your brain, creativity and then you extend your performance.

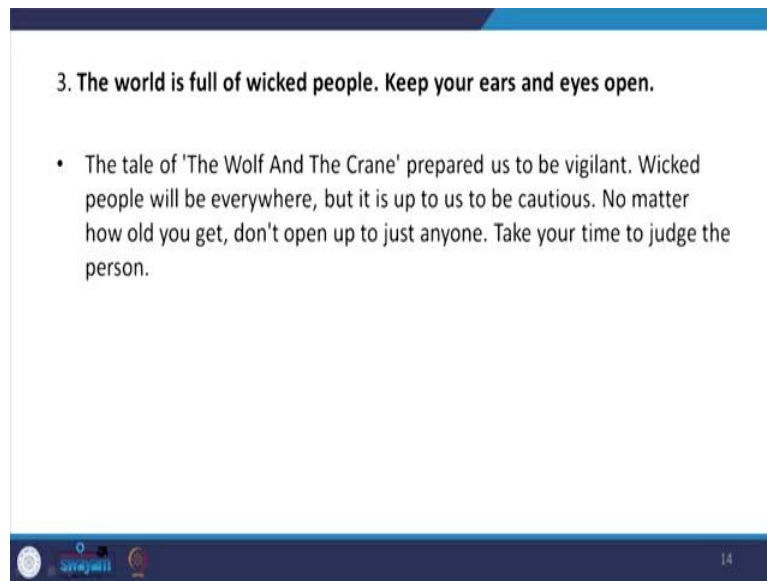
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Lesson number two, now we have to learn that it is impossible to gain once trust, once you have lost it. I have discuss in earlier session, that is role of trust, trust the parameters of trust, dimensions of trust, how to build a trust, why some people are able to build the trust that I have discussed with you in the last earlier session. So, the tale of 'The Boy Who Cried Wolf' taught us the importance of trust, you will find it difficult to trust a person who has betrayed you once.

So, therefore, once cheated, always cheated. Once betrayed, always betrayed. So, there we have to be very careful at workplace, a lie would help you in the short run, but once it becomes a habit, you will slowly but steadily lose all your friends. And therefore in that case, one has to be very careful. One should not lose the trust from his friends and colleagues and of course boss. So, therefore, we have to continue with the trust.

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**3. The world is full of wicked people. Keep your ears and eyes open.**

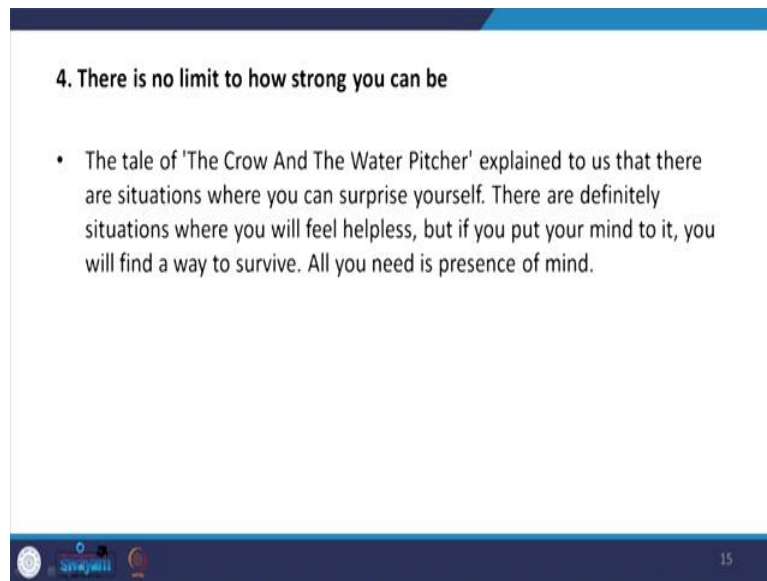
- The tale of 'The Wolf And The Crane' prepared us to be vigilant. Wicked people will be everywhere, but it is up to us to be cautious. No matter how old you get, don't open up to just anyone. Take your time to judge the person.

The world is full of difficult people, keep your ears and eyes open. The tale of 'The Wolf and The Crane' prepared us to be vigilant. Wicked people will be everywhere, but it is up to us to be cautious. So now you see this is the world, world with the every type of persons, positive also negative also, good also bad also, helpful also and harmful also. So it is a full, nowhere you will find there are only harmful, there are only helpful.

No no, it will be mix, always mix. So what to do? Should not we interact with the people because the people are bad. No, no all are not bad, there are good people. But unless until you will not interact, how will you come to know? So, we have to carefully interact and judge the persons, and you judge the persons you will find that is the person is good or bad, if it is bad, leave it, but if it is good make a friendship.

So, therefore, no matter how old you get, do not open up to just anyone. Take your time to judge the person, judge the person and then respond. Otherwise sometimes, even after a long years of experience, you may get caught into in a bad person's position. So, therefore, it becomes very-very important, that is the you are becoming a vigilant person, keeping your eyes and ears open. So, you can handle the bad people.

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**4. There is no limit to how strong you can be**

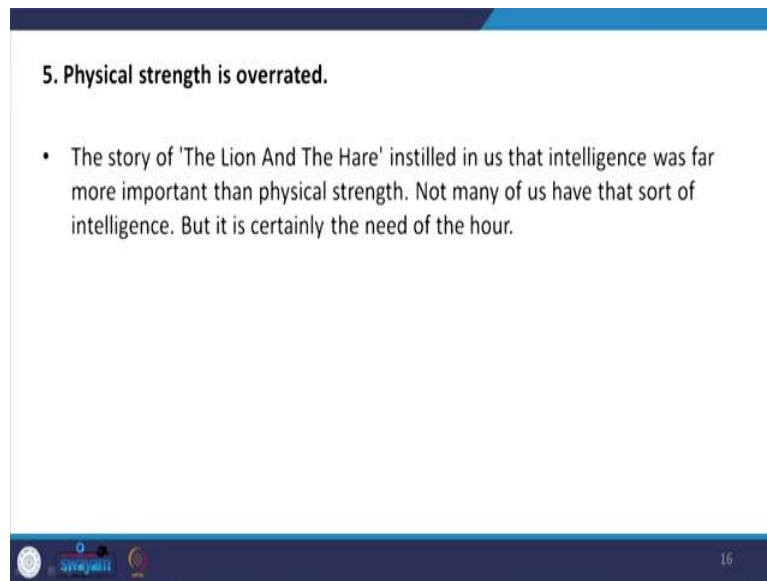
- The tale of 'The Crow And The Water Pitcher' explained to us that there are situations where you can surprise yourself. There are definitely situations where you will feel helpless, but if you put your mind to it, you will find a way to survive. All you need is presence of mind.

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There is no limit to how strong you can be, the tale of 'The Crow and The Water Pitcher' explain to us that there are situations where you can surprise yourself. There are definitely situations where you will feel helpless, but if you put your mind to eat, you will find a way to survive, all you need is the presence of mind. And therefore, in that case, in a given tough situation also condition one can make survivor, of himself as a survivor. So, therefore, it is the, it will be a find a way to the survive and what all of us need is the presence of mind.

So, in the case, when I talk about in my training program, the story of 'The Crow and The Water Pitcher' and then in that case I asked them that what is in the current situation what you will suggest? And they suggest the technology, that is nowadays the solution will be the technology and with the help of technology the problem can be solved. So, therefore, in a given situation, however, the you are filling the overburden, but please be careful, that is the way the presence of mind you can solve the problem.

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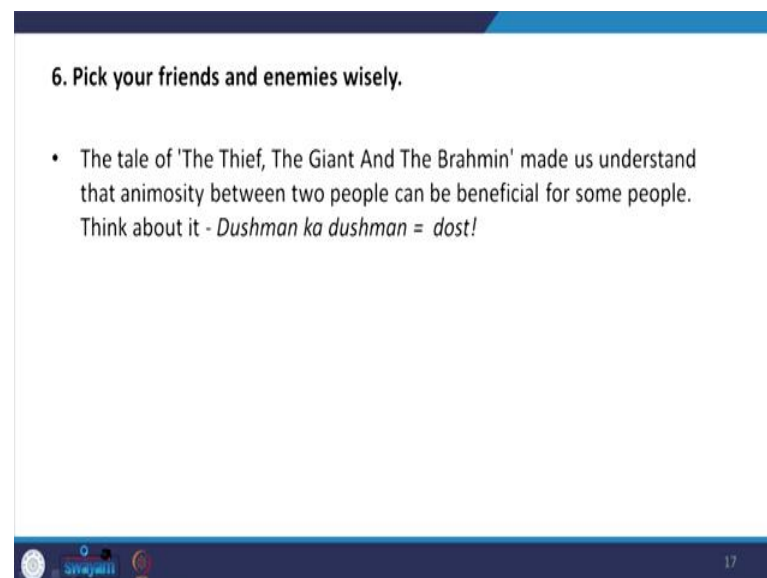
5. Physical strength is overrated.

- The story of 'The Lion And The Hare' instilled in us that intelligence was far more important than physical strength. Not many of us have that sort of intelligence. But it is certainly the need of the hour.

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The physical strength is overrated. The story of 'The Lion and The Hare' instilled it is that intelligence was far more important than the physical strength. Not many of us have that sort of intelligence, but it is certainly the need of the hour. So, therefore, in that case, it is not that is somebody is physically very strong, so he will win and we will lose. No, it is the your brain, your wisdom, and that will decide that is the what sort of intelligence do you have, and then you can win over that.

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6. Pick your friends and enemies wisely.

- The tale of 'The Thief, The Giant And The Brahmin' made us understand that animosity between two people can be beneficial for some people.  
Think about it - *Dushman ka dushman = dost!*

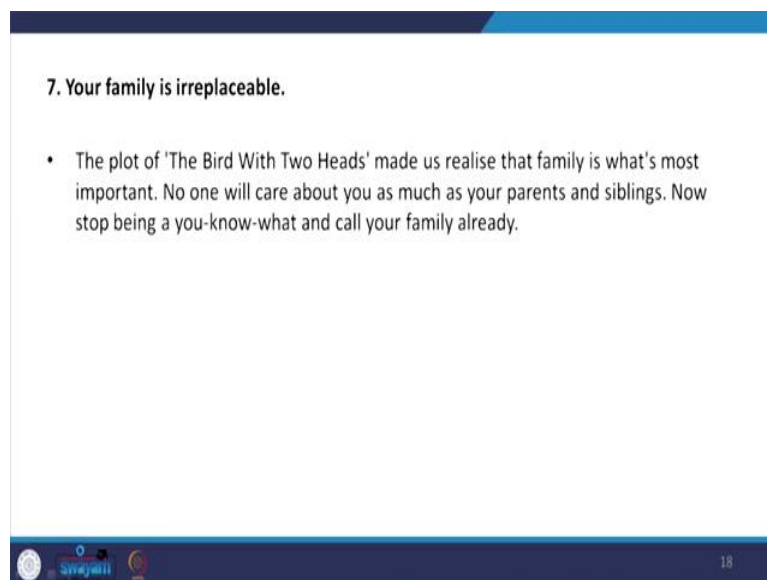
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Now pick your friends and enemies wisely. The tale of 'The Thief, The Giant and The Brahmin' made us understand that animosity between the two people can be beneficial for some people. So, in Hindi, we keep on saying 'dushman ka dushman dost'. So many times

when we are not able to fight with our enemy, then we had to take the help of the enemy of enemies. And then in that case, you will find that is the, we have to pick our friends and enemies wisely, because if you pick a friend who is much stronger than you, then you cannot make him enemy, even if you have difference of opinion, you may feel stress.

So, therefore, do the friendship with a person with whom you can also ever to bear the enmity. If you can afford enmity with a person who is your friend, then it is your wise decision, but you make a friend and then you felt it, I cannot afford the enmity with this person now. Then the friend may exploit you, so therefore, be careful and pick your friends and enemies wisely.

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Your families is irrepressible. The plot of ‘The Bird With The Two Heads’ made us realize that family is what is most important. No one will care about you as much as your parents and siblings, please understand. Many times whatever you come across with the people and you find they are very-very smart, very much helpful and you develop the friendship.

But your expectations may not be fulfilled as compared to expectations from the family. The family in any case is likely to help. Your siblings and parents that cannot be compensated with your relationship with others. Now stop being a you-know-what-and call your family already. And therefore, our family is irreplaceable.

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**8. No matter how powerful you become, never forget your roots.**

- The story of 'The Sage And The Mouse' highlighted the fact that you shouldn't forget where you began. We might become wealthy tomorrow. We might become famous too. But all of that means nothing if we forget how and where we started.

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Next lesson is no matter how powerful you become, never forget your roots. The story of 'The Sage and The Mouse' highlighted the fact that you should not forget where you began. We might become wealthy tomorrow. We might become famous too. But all of that means nothing if we forget how and where we started. So, if we are not committed to our roots, the one day, the roots will forget us. And therefore be careful before it happens, it is very much important that is the how we always remember our roots and we never forget our roots.

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**9. A friend in need is a friend indeed.**

- The story of 'Four Friends And The Hunter' taught us the meaning of true friendship. Have a few close friends? Keep them close.

**10. Being greedy will ruin your life.**

- The tale of 'The Hungry Jackal And The Drum' proved greed is an awful trait. Count your blessings. Greed will get you nowhere

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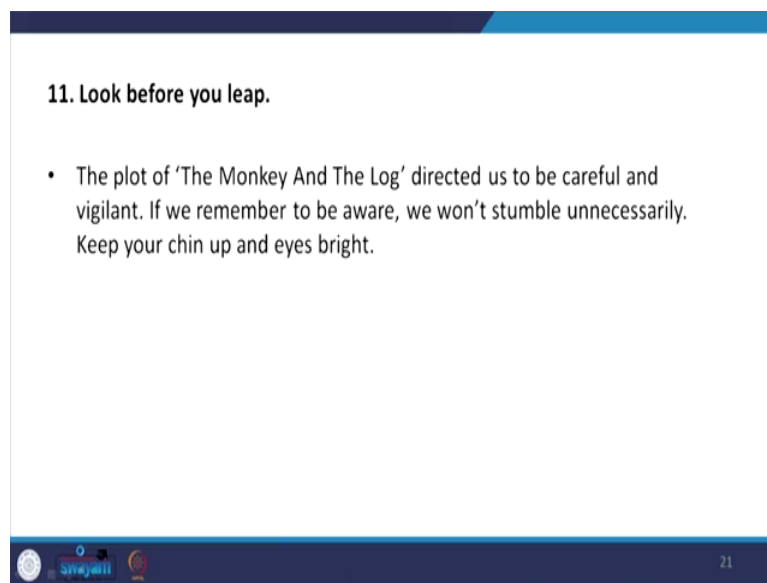
A friend in need is a friend indeed, the story of 'Four Friends and The Hunter' taught us the meaning of the true friendship. Have a few close friends, keep them close. So always understand that is the whenever we are talking about the friendship, so we always think of

that is whenever there is an need and there is a friend indeed. So have a few close friends. Keep them close.

Always have a friendship with them and support them and take support from them. Being greedy will ruin your life will remember life, the tale of ‘The Hungry Jackal and The Drum’ proved greed is an awful trait. Count your blessings, greed will get you nowhere, please understand.

Right from beginning in these parts of the sessions, I am talking about that is the control your desire and understand where to stop. Otherwise, you will nowhere. If you want to perform in best way then please understand that is the we are able to count the blessings and we are satisfied at some level. We should not go beyond the desire limit and then greed will be taking us nowhere.

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**11. Look before you leap.**

- The plot of ‘The Monkey And The Log’ directed us to be careful and vigilant. If we remember to be aware, we won’t stumble unnecessarily. Keep your chin up and eyes bright.

21

The plot of ‘The Monkey and The Log’ directed us to be the careful and vigilant. If you remember to the aware, we would not stumble unnecessarily. So, therefore, in that case be cautious and always remember what you are, keep your chin up and eyes bright and therefore, in that case, it will become a very very important that is the how that is a log before you leap and therefore, whatever you are going to do, you have to be very much careful.



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### Case studies-Accenture

- **Organisational conflicts:**
- It is not the personality clash every single time that gives rise to dissension between the employees. Sometimes, it is caused by difference in opinions and neither side willing to reconcile. Other reasons include external factors that are impacting the emotions of team members. Or it could be due to miscommunication and difference in working styles.
- It's important to know what is causing the clash in order to fix it.

22


Now, these concepts I will talk in the context of the case studies, like the Accenture, organization a conflicts, it is not the personality clash every single time that gives rise to the dissension between the employees. Sometimes it is caused by the difference in the opinions and neither side willing to the console.

And whenever there is a contract, no side is willing to reconcile. Other reasons include external factors that are impacting the emotions of the team members, or it could be due to miscommunication and difference in the working styles. It is important to know what is causing that clash in the order to fix it.

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1. **Work out the Dispute before it Escalates**

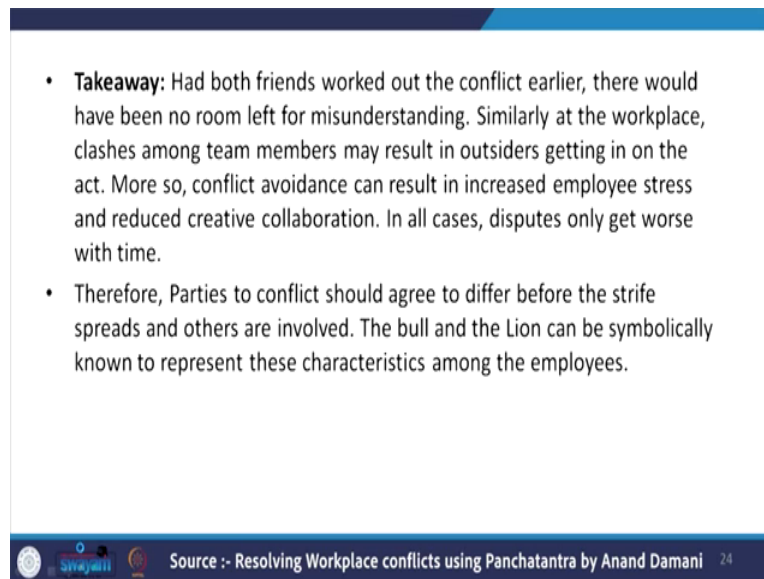
- **Lion and the Bull:** The opening story of Panchatantra tells us about mistrust between two close friends, the Lion and the Bull. The tale ends with death of the Bull. Two crafty jackals, who perceive this friendship as a threat to their position in the kingdom, set both the friends against each other. In rage, the lion kills the bull and mourns later.



Source :- Resolving Workplace conflicts using Panchatantra by Anand Damani 23

I will take the support, work out the dispute before it escalates. The opening story of panchtantra tells us about mistrust between the two close friends, the lion and the bull. The tale ends with the death of the bull. Two crafty jackals who pursue this friendship as a threat to their position in the kingdom, set both the friends against each other. In rage the lion kills the bull and the mourns later.

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- **Takeaway:** Had both friends worked out the conflict earlier, there would have been no room left for misunderstanding. Similarly at the workplace, clashes among team members may result in outsiders getting in on the act. More so, conflict avoidance can result in increased employee stress and reduced creative collaboration. In all cases, disputes only get worse with time.
- Therefore, Parties to conflict should agree to differ before the strife spreads and others are involved. The bull and the Lion can be symbolically known to represent these characteristics among the employees.

Source :- Resolving Workplace conflicts using Panchatantra by Anand Damani 24

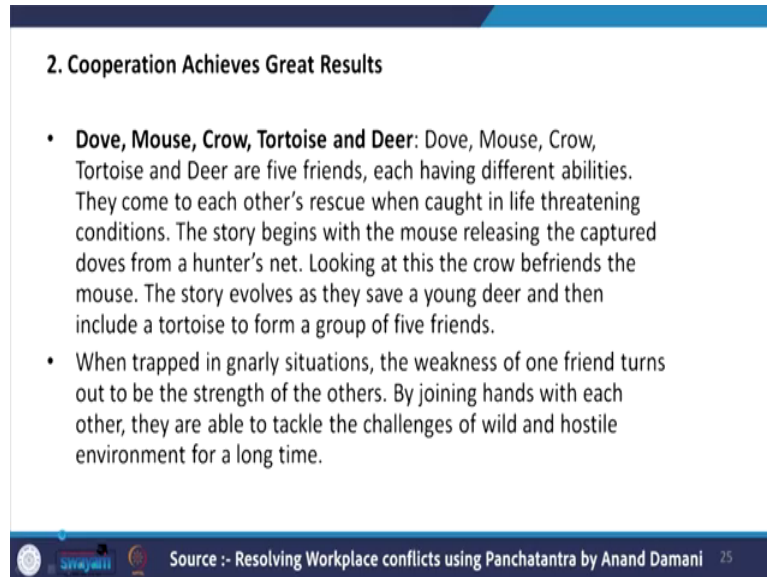
So, what is a takeaway? Had both friends worked out the conflict earlier, so if there is a conflict between the two friends, they should work on that. They should talk to each other. Find out what is the reason of the conflict, why it is happened? There would have been no room left for the misunderstandings. But what we do? Whenever there is a conflict, we stop communication.

So, in the five strategies of the conflict about the avoidance, sometimes we have to avoid the conflict, sometimes accommodate, sometimes compete the conflict with the whom you are having to compete, sometimes collaborate and sometimes compromise. So, there should not be, work out to the conflict as soon as possible, there would have been no room left for the misunderstanding. So, similarly at the workplace, clashes among team members may result in outsiders getting in on the act.

More so, conflict avoidance can result in increased employee stress and reduce creative collaboration. In all cases, disputes only get worse with time. Therefore, parties to conflict should agree to differ before the strife spreads and others are involved. If the third party is

involved, then definitely it will become a problem. The bull in the land can be symbolically known to represent these characteristics among the employees that what has been done.

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**2. Cooperation Achieves Great Results**

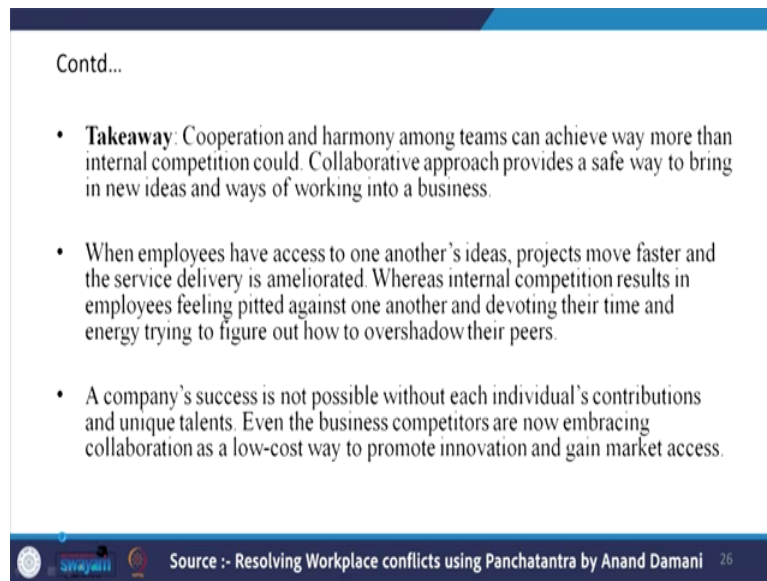
- **Dove, Mouse, Crow, Tortoise and Deer:** Dove, Mouse, Crow, Tortoise and Deer are five friends, each having different abilities. They come to each other's rescue when caught in life threatening conditions. The story begins with the mouse releasing the captured doves from a hunter's net. Looking at this the crow befriends the mouse. The story evolves as they save a young deer and then include a tortoise to form a group of five friends.
- When trapped in gnarly situations, the weakness of one friend turns out to be the strength of the others. By joining hands with each other, they are able to tackle the challenges of wild and hostile environment for a long time.

Source :- Resolving Workplace conflicts using Panchatantra by Anand Damani 25

Cooperation achieves great results, dove, mouse, crow, tortoise and deer. So therefore, dove, mouse, crow and tortoise and deer are five friends, each having different abilities. They come to each other's rescue when caught in the life threatening conditions. The story begins with the mouse releasing the capture doves from a hunter's net. Looking at this the crow befriends and the mouse.

The story was as they save a young dear and then included tortoise to form a group of five friends, when trapped what is the lesson? When trapped in the gnarly situations, the witness a one friend turns out to be the strength of the others. By joining hands with each other, they are able to tackle the challenges of the wild and the hostile environments for a long time.

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Contd...

- **Takeaway:** Cooperation and harmony among teams can achieve way more than internal competition could. Collaborative approach provides a safe way to bring in new ideas and ways of working into a business.
- When employees have access to one another's ideas, projects move faster and the service delivery is ameliorated. Whereas internal competition results in employees feeling pitted against one another and devoting their time and energy trying to figure out how to overshadow their peers.
- A company's success is not possible without each individual's contributions and unique talents. Even the business competitors are now embracing collaboration as a low-cost way to promote innovation and gain market access.

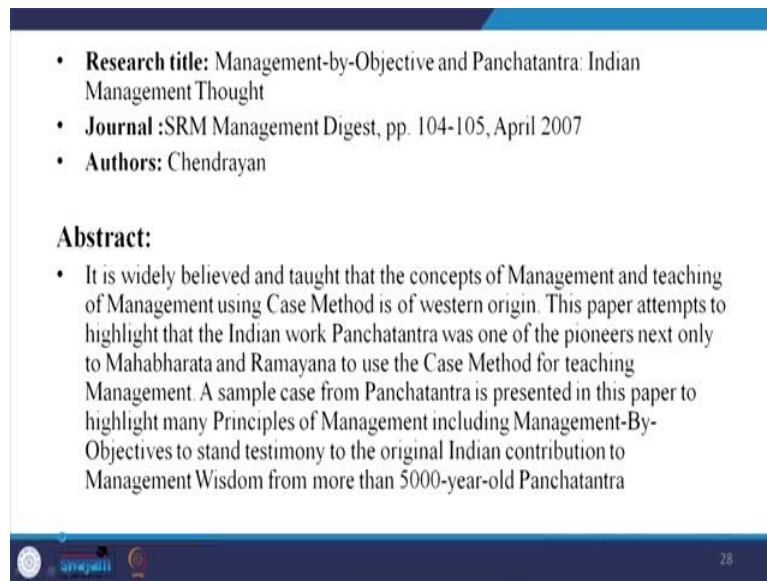
Source :- Resolving Workplace conflicts using Panchatantra by Anand Damani 26

The takeaway is cooperation and harmony among teams can achieve way more than the internal competition could. Collaborative approach provides a safe way to bring a new ideas and ways of working into a business. When employees have access to one another's ideas, projects move faster and the they service delivery is the ameliorated.

Whereas in internal competition it becomes the results in the employees feeling pitted against one another and devoting their time and energy trying to get how to overshadow their peers. A company's success is not possible without each individual's contribution and unique talents, even the business competitors are now embracing the collaborations as a low cost way to the promote innovation and gain market access.

Nowadays, we are talking about co-working space. Co-working space is nothing but that is the utilization of resources in a giant ways. And therefore, in that case, we can work together and face these challenges. These are these papers, research papers are there, which the abstract talks about a willingness to work in desired it constantly improves the performance.

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- **Research title:** Management-by-Objective and Panchatantra: Indian Management Thought
- **Journal :**SRM Management Digest, pp. 104-105, April 2007
- **Authors:** Chendrayan

**Abstract:**

- It is widely believed and taught that the concepts of Management and teaching of Management using Case Method is of western origin. This paper attempts to highlight that the Indian work Panchatantra was one of the pioneers next only to Mahabharata and Ramayana to use the Case Method for teaching Management. A sample case from Panchatantra is presented in this paper to highlight many Principles of Management including Management-By-Objectives to stand testimony to the original Indian contribution to Management Wisdom from more than 5000-year-old Panchatantra

And in this paper, it is talked that the concept of management and teaching of management using case methods of the Western origin. It highlight that the Indian work Panchatantra, one of the pioneers next only to Mahabharata and Ramayana to use the case method for teaching the management.

A sample case for panchtantra is presented in this paper to highlight many principles of management, including the management by objectives MBO, by stand testimony of the original Indian contribution to management wisdom from more than 5000 year old panchtantra.

So therefore, it is becoming very-very important. That is the, we go through the reading these panchtantras stories and learn that is how they handle the interpersonal dynamics. It is all about the panchtantra and interpersonal relationship. Thank you. Thank you very much.