



PANCHATANTRA WISDOM FOR STRATEGIC MASTERY: A NEW DECISION-MAKING PARADIGM

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Abstract: This study investigates strategic decision-making through insights drawn from the tales of Panchatantra, which are ancient Indian fables famous for their wisdom and moral teachings. Analyzing decision-making models like the Rational Model, Intuitive Model, Recognition-Primed Model, and Creative Model, this research seeks to establish a new strategic decision-making framework. The study uses qualitative content analysis of the chosen Panchatantra fables and tests their congruence with developed decision-making theories. The research provides a distinctive integration of ancient wisdom and contemporary strategic thinking and helps develop decision-making models for modern management.

Index Terms - Panchatantra Wisdom, Strategic Mastery, Decision Making, Rational Model, Creative Model, Recognition-Primed Model, Intuitive Model.

I. INTRODUCTION

Strategic decision-making is at the core of management and effective leadership, defining direction and success for organizations. Contemporary theories give systematic approaches, yet ancient wisdom delivers profound knowledge on human nature, ethical challenges, and strategic reasoning. Acharya Vishnu Sharma's Panchatantra, a book of fables, has been an ancient guide for governance, dispute resolution, and leadership. Its stories, based on realistic wisdom, describe key elements of decision-making such as foresight, flexibility, moral leadership, and risk calculation. The Panchatantra tales stress the need to consider situations as a whole, know the reasons behind the stakeholders' actions, and predict the outcome of their actions. For instance, tales from Mitra Bheda (Loss of Friends) demonstrate how deception and miscommunication lead to organizational failure, highlighting the need for honesty in leadership. Conversely, Mitra Samprapti (Gaining Friends) demonstrates the strength of collaboration and strategic alliances in achieving long-term success. These tales mirror contemporary management principles, such as stakeholder analysis, negotiation strategies, and competitive strategy.

Except for this, the Panchatantra also offers valuable lessons in crisis management and adaptive leadership. The stories of ill decisions typically leading to ill consequences bring to mind the need to have a level head and exercising prudent risk. Decision-makers of our times can contrast these ancient lessons with more recent paradigms such as SWOT analysis, game theory, and behavioral economics. By combining the wisdom of Panchatantra with modern strategic models, managers can develop a balanced strategy using rational analysis and moral principles. Integrating these ancient wisecrafts into strategic choice makes leaders robust to deal with complexity with prudence, responsiveness, and moral sagacity. The Panchatantra is hence an eternally priceless treasure of strategic brilliance, offering a unique paradigm for modern decision-makers who require wholesome and sustainable success.

Strategic decision-making is the core of management, and it plays a pivotal role in ensuring long-term organizational success. Even though modern decision-making models provide systematic approaches, classical works such as the Panchatantra contain tested wisdom in decision-making. This paper presents how the stories of Panchatantra supplement and enhance modern strategic decision-making models.

II. LITERATURE REVIEW

The Panchatantra, an ancient Indian fable collection, has been universally recognized as a pool of managerial wisdom. The stories, once retold by Vishnu Sharma, yield strategic thought, leadership, decision-making, and human resource management insights.

Scholars have analyzed the applicability of these stories to contemporary management education, highlighting their value in developing critical managerial competencies. This systematic review of literature seeks to synthesize current thought of academic scholarship regarding management insight that has been drawn from the Panchatantra.

Sr. No	Name of Author	Title of Article	Key Discussion
Management Lessons in Panchatantra			
1	Jape, S. (2020).	<i>Management Lessons from Panchatantra.</i>	The research investigates how these tales are still applicable to contemporary business practice, specifically in terms of negotiation, risk evaluation, and management. The author underlines the strength of story-telling as a pedagogical method in management education.
2	Kanna, M (2015)	<i>The Panchatantra Stories – An Embodiment of Management Wisdom.</i>	This research explores specific managerial abilities embedded in such ancient parables. The research considers the essence of ethical leadership, decision making, and cooperation and explains how corporations can incorporate such moralities in today's strategic management.
Strategic Decision-Making and Leadership			
3	Sharma, K. (2023)	<i>Implications of Managerial Skills in the Selected Stories from Vishnu Sharma's Panchatantra</i>	This article brings to light the leadership concepts gleaned from the stories. She delves into transformational leadership in the fables and how the strategies of adaptation yield success in multifaceted business landscapes
4	Vinay, K. Y. (2018)	<i>Panchatantra Tales: An Effective Tool for Inculcating Life Skills and Managerial Skills in Management Education.</i>	This research examines how the stories function as a model for conflict resolution, negotiation technique, and strategic decision-making. He posits that business professionals can apply such fables in building their endurance and effective communication strategies.
5	Tiwari, V(2024)	<i>Niti Shastra Through Panchatantra: Lessons on Leadership and Management</i>	The study brings to light some of the essential leadership values such as ethical decision-making, strategic planning, and conflict resolution. Through the fables, the article brings to the fore the importance of succession planning, risk management, and adaptive leadership in organizations today. The study positions Panchatantra as a tried-and-tested paradigm for governance, emphasizing the need for wisdom, mentorship, and strategic foresight at leadership levels.
6	Agrawal (2021)	Leadership and strategic lessons from Panchatantra	The article highlights the key lessons on decision-making, conflict resolution, and succession planning, showing how ethical leadership and flexibility lead to long-term success. In fables, the Panchatantra offers important lessons in governance, risk management, and strategic partnerships, and thus represents an enduring guide for leaders
Value-Based Management and Human Quality Development (HQD)			
7	Chauhan, D., & Patel, P. (2023)	<i>A Study of Value Education in the Panchatantra.</i>	This research argues that the Panchatantra provides a platform for value-based management. They emphasize developing integrity, ethical behavior, and accountability in business settings.
8	Patel, B. S., & Rastogi, N. (2016)	<i>A Study of Panchatantra</i>	This research focuses on the Panchatantra's role in human quality development (HQD). They explain how the stories instill values such as team spirit, problem-solving, and strategic thinking for the long term, all of which are necessary for effective management.
9	Kumar (2017)	<i>Panchatantra: A treatise on life skills education and training</i>	The research points out the way the fables inculcate critical thinking, problem-solving, and interpersonal skills, and hence are useful for personal and professional growth. By combining moral teachings with strategic acumen, the Panchatantra is a classic source of developing effective leadership and management skills.
10	Sen, D. (2023)	<i>Tracing the elements of soft skills in the teachings of the Panchatantra.</i>	The research highlights how the fables impart pragmatic lessons in flexibility, emotional awareness, and moral reasoning, thus proving useful in contemporary educational and career settings. With these eternal truths integrated, the Panchatantra remains a rich resource for well-rounded individual and career advancement.

2.1 Thematic Synthesis of Panchatantra's Management Lessons: Following the reviewed literature, the underpinning main themes are as follows:

1. Strategic Thinking and Decision-Making - Risk evaluation, analysis, and intuition in decision-making are key components highlighted in the fables in agreement with current strategic management conceptualizations.
2. Leadership and Team Dynamics - Different styles of leadership ranging from authoritative to transformational are profiled through stories that reflect insight into efficient human management.
3. Moral Business Practices - Panchatantra stories emphasize the role of moral leadership, building trust, and accountable decision-making within business organizations.
4. Negotiation and Conflict Handling - Numerous stories describe methods of diplomacy, negotiation, and management of organizational disputes effectively.
5. Flexibility and Creativity - The parables emphasize the role of flexibility and creativity in overcoming business obstacles.

2.2 Research Gaps Recognized Although the current literature makes valuable contributions toward the management insights gained from the Panchatantra, a number of gaps exist:

1. Most research is concerned with theoretical analyses of Panchatantra tales and not empirical confirmation of their utility in contemporary business operations.
2. There is little research on comparing the decision-making styles in Panchatantra with recognized strategic decision-making models such as the rational model, intuitive model, recognition-primed model, and creative model.
3. Literature does not have actual business case studies that apply Panchatantra wisdom to strategic decision-making problems in the corporate world directly.
4. No research has ever tried to create an overall decision-making framework from the learnings of Panchatantra tales that combine ancient wisdom with contemporary strategic thinking.

2.3 Overview of Decision-Making Models

Sr. No	Decision Making Model	Description	Key Pattern
1	Rational Model	This is a rational model based on sequential step-by-step decision making. This model focuses on objective analysis and systematic assessment	Logical Analysis
2	Intuitive Model	This model relies on intuition, experience, and unconscious pattern recognition.	Instinctive Judgement
3	Recognition-Primed Model (RPM)	This model fuses experience and situational judgment to make swift but effective choices.	Risk Assessment
4	Creative Model	This model lays stress on creativity, lateral thinking, and out-of-the-box problem-solving solutions.	Strategic Thinking

The Panchatantra continues to be an age-old source of wisdom in management. The incorporation of these stories within management education is capable of ensuring holistic learning, ethical leadership, and sound decision-making among the professionals. Research in the future can investigate empirical case studies testing Panchatantra principles to real-life corporate situations to strengthen their practical implications.

III. OBJECTIVES OF THE STUDY

The general aim of the study is to learn the strategic decision-making lessons from the Panchatantra tales, evaluate the current models and create new strategic model. The achievable goals may be stated as-

1. To analyze the decision-making lessons in the Panchatantra tales.
2. To compare current decision-making models (Rational, Intuitive, Recognition-Primed, and Creative) in the light of Panchatantra tales.
3. To perform Thematic Coding and Mapping Stories to Decision-Making Models
4. To conceptualize a new strategic decision-making model incorporating learnings from Panchatantra and contemporary frameworks.
5. To validate the new strategic decision-making model using real life scenarios

IV. RESEARCH METHODOLOGY

The present research utilizes qualitative content analysis to investigate the strategic decision-making wisdom contained in the Panchatantra. Collection of data includes choosing 20 stories that have direct implications for leadership, governance, and moral decision-making. Thematic coding is used in analyzing the data, looking for repeating patterns and maxims, and tracing the narratives onto proven decision-making frameworks. This method ensures a systematic investigation of the text and its relevance to modern management and leadership practices.

1. Research Discussions

A. Examine the decision-making lessons embedded in the Panchatantra stories

Name of the Story	Major Events	Character Decisions & Their Outcomes
The Lion and the Hare	A clever hare tricks a mighty lion into drowning.	The hare's intelligence saves other animals, showing the power of wit over strength.
The Monkey and the Crocodile	A crocodile deceives a monkey to take his heart.	The monkey's quick thinking saves his life, showing the importance of presence of mind in taking decisions.
The Three Fishes	Three fish respond differently to an approaching fisherman.	Forethought guarantees survival, and absence of it results in ruin.
The Brahmin and the Goat	A gullible Brahmin is deceived by three crooks.	Blind faith results in loss; one has to check facts first before reaching conclusions.
The Blue Jackal	A jackal accidentally turns blue and rules over other animals.	Duplicity pays for the moment, but excessive reliance on it results in exposure and ruin.
The Mice and the Elephants	Mice help elephants, who later return the favor.	Friendship and kindness result in reciprocity in the long term.
The Crows and the Serpent	Crows trick a snake that eats their eggs.	Strategic thinking and patience lead to effective neutralization of threats.
The Foolish Lion and the Clever Rabbit	A rabbit deceives a tyrant lion by making him attack his reflection in a well.	Overconfidence and hasty actions lead to destruction by oneself.
The Merchant and His Iron	A merchant's iron is stolen by a dishonest man.	Use of intelligence and counter-deception helps in retrieving lost wealth.

The Doves and the Net	Doves trapped in a hunter's net escape by working together.	Collaboration and teamwork lead to solving problems efficiently.
The Two Cats and the Monkey	A monkey tricks two quarreling cats and takes their food.	Struggles without wisdom lead to exploitation by others.
The Wise Minister's Advice	A minister prevents a king from making a rash decision.	Prudent thought and wise advice avoid unnecessary conflicts.
The Talkative Tortoise	A tortoise talks excessively and falls to its death.	Speaking at the wrong time without reserve results in catastrophic consequences.
The Donkey and the Washerman	A donkey disguises itself as a tiger but gets caught.	Deception lacking intelligence results in loss.
The Cat, The Rooster, and The Rat	A cat manipulates a rat into trusting it but is outsmarted.	Sensing fraud and vigilance in trust guard against damage
The Elephant and the Sparrows	A group of sparrows seeks revenge on a destructive elephant.	Alliances for strategy defeat stronger foes.
The Jackal and the Drum	A jackal fears a drum but later realizes it is harmless.	Reason eliminates fear of the unknown.
The Crab and the Stork	A crab kills a deceptive stork before being eaten.	Discovery of fraud early prevents cheating.
The Old Tiger and the Traveler	A tiger tricks a traveler into coming close and then attacks.	Blind confidence in strangers can result in catastrophe.
The Bird with Two Heads	A two-headed bird fights itself and dies.	Civil war weakens individuals and annihilates them.

B. Analyse existing decision-making models in the context of Panchatantra narratives.

Name of the Story	Decision-Making Pattern	Correlation with the Existing Model
The Lion and the Hare	Strategic deception, calculated risk-taking	Rational Model
The Monkey and the Crocodile	Emotional intelligence, intuition	Intuitive Model
The Three Fishes	Adaptive decision-making, situational awareness	Recognition-Primed Model
The Brahmin and the Goat	Innovative solutions, creative problem-solving	Creative Model
The Blue Jackal	Situational adaptation, long-term planning	Recognition-Primed Model
The Mice and the Elephants	Collaborative decision-making	Rational Model
The Crows and the Serpent	Strategic alliances, collective action	Intuitive Model
The Foolish Lion and the Clever Rabbit	Tactical deception, problem-solving	Rational Model
The Merchant and His Iron	Ethical decision-making, conflict resolution	Rational Model
The Doves and the Net	Team coordination, quick situational assessment	Recognition-Primed Model
The Two Cats and the Monkey	Mediation, third-party intervention	Creative Model
The Wise Minister's Advice	Policy formulation, proactive risk management	Rational Model
The Talkative Tortoise	Consequential thinking, avoiding impulsive decisions	Rational Model
The Donkey and the Washerman	Self-awareness, realistic goal setting	Intuitive Model
The Cat, The Rooster, and The Rat	Risk assessment, survival tactics	Recognition-Primed Model
The Elephant and the Sparrows	Resilience, strategic collaboration	Intuitive Model
The Jackal and the Drum	Investigation, avoiding false assumptions	Rational Model
The Crab and the Stork	Deception detection, counter-strategy planning	Recognition-Primed Model
The Old Tiger and the Traveler	Ethical decision-making, cautious approach	Intuitive Model
The Bird with Two Heads	Internal conflict resolution, leadership ethics	Creative Model

C. **Thematic Coding and Mapping Stories to Decision-Making Models**

i. *Mapping Themes to Decision-Making Models* Each identified theme is aligned with an existing decision-making model:

Theme (from stories)	Decision-Making Model	Example from Panchatantra
Logical Analysis	Rational Model	The Blue Jackal – The jackal deceives animals by using reason.
Instinctive Judgment	Intuitive Model	The Mice and the Elephants – The mice rely on their intuition to assist elephants and eventually gain.
Risk Assessment	Recognition-Primed Model (RPM)	The Brahmin and the Crooks – The Brahmin is unable to identify the crooks' fraudulence.
Creative Problem-Solving	Creative Decision-Making Model	The Monkey and the Crocodile – The crocodile is outwitted by the monkey using his cleverness.
Strategic Thinking	Adaptive Decision-Making Model	The Serpent and the Crows – The crows devise a plan to kill the serpent.

ii. Mapping Panchatantra Stories to Decision-Making Models

We can develop a Decision-Making Model Mapping Table from these themes.

Story Name	Decision-Making Pattern	Corresponding Model
<i>The Blue Jackal</i>	Logical deception, reasoning	Rational Model
<i>The Monkey and the Crocodile</i>	Quick, creative thinking	Creative Model
<i>The Brahmin and the Crooks</i>	Failure in recognizing deception	Recognition-Primed Model
<i>The Mice and the Elephants</i>	Trusting gut instinct	Intuitive Model
<i>The Crows and the Serpent</i>	Strategic planning	Adaptive Model

This systematic approach enables us to develop a new Strategic Decision-Making Model (PSDM) from Panchatantra's wisdom.

D. Developing a New Strategic Decision-Making Model (PSDM)



Figure 1: New Strategic Decision-Making Model

E. Evaluate Panchatantra-derived insights with real-world strategic decision-making cases.

a) Tesla's Self-Driving Car Model as an Open Innovation Strategy: A Panchatantra-Inspired Strategic Decision-Making Perspective

Tesla's FSD (Full Self-Driving) strategy is the best example of open innovation where the organization exploits outside ideas, collaborations, and live feeds of data from Tesla's millions of vehicles for enriching AI-driven decision-making. This approach conforms to our Panchatantra-Inspired Strategic Decision-Making Model (PSDM) and can be matched with Panchatantra fables to illustrate different steps of decision-making.

i. Understanding Tesla's Open Innovation Strategy

- Crowdsourced Data & AI Learning—Tesla continuously updates its FSD model with real-time driving data from its users worldwide.
- Iterative Decision-Making & Adaptive Execution – Tesla refines its algorithms by trial in actual environments and making data-driven adjustments.
- Risk-Taking & Strategic Thinking—In contrast to others, Tesla released its Beta versions to real customers, where real-world feedback sharpened its autonomous system.
- Creativity & Problem-Solving—Instead of relying on costly LiDAR sensors (used by Google's Waymo), Tesla optimized vision-based AI in order to solve self-driving problems.

ii. Mapping Tesla's Strategy to the Panchatantra-Inspired Decision-Making Model (PSDM)

PSDM Stage	Tesla's Strategic Decision	Panchatantra Story Example	Learning
Stage 1: Situational Assessment (Recognition-Primed Model)	Tesla measures the weakness of existing autonomous tech and sees deficits in self-driving AI.	<i>The Brahmin and the Crooks</i> – The Brahmin fails to recognize deception, leading to a loss.	An appreciation of the world's real-life driving obstacles needs to happen prior to launching an autonomous model.
Stage 2: Logical Analysis (Rational Model)	Tesla utilizes AI simulations and structured data analysis to enhance FSD capabilities.	<i>The Blue Jackal – The jackal employs reasoning to trick animals and make it through.</i>	Logical analysis aids in the refinement of AI models and compliance with regulation.
Stage 3: Intuitive Judgment (Intuitive Model)	Elon Musk follows his vision for AI-driven self-driving, trusting gut instinct over traditional auto industry norms	<i>The Mice and the Elephants – The mice trust their instincts and later benefit.</i>	Intuition plays a role in market disruption and innovation.
Stage 4: Creative Problem-Solving (Creative Model)	Instead of LiDAR, Tesla gets creative with a vision-based neural network for cost-effective automation.	<i>The Monkey and the Crocodile – The monkey escapes danger by being clever.</i>	Creative approaches usually outdo conventional methods.

Stage 5: Adaptive Execution (Adaptive Model)	Tesla learns from actual customer feedback in the real world to improve self-driving capabilities through OTA (Over-the-Air) updates.	<i>The Crows and the Serpent – The crows plan and make adjustments to eliminate a nagging threat.</i>	Staying adaptable guarantees long-term success.
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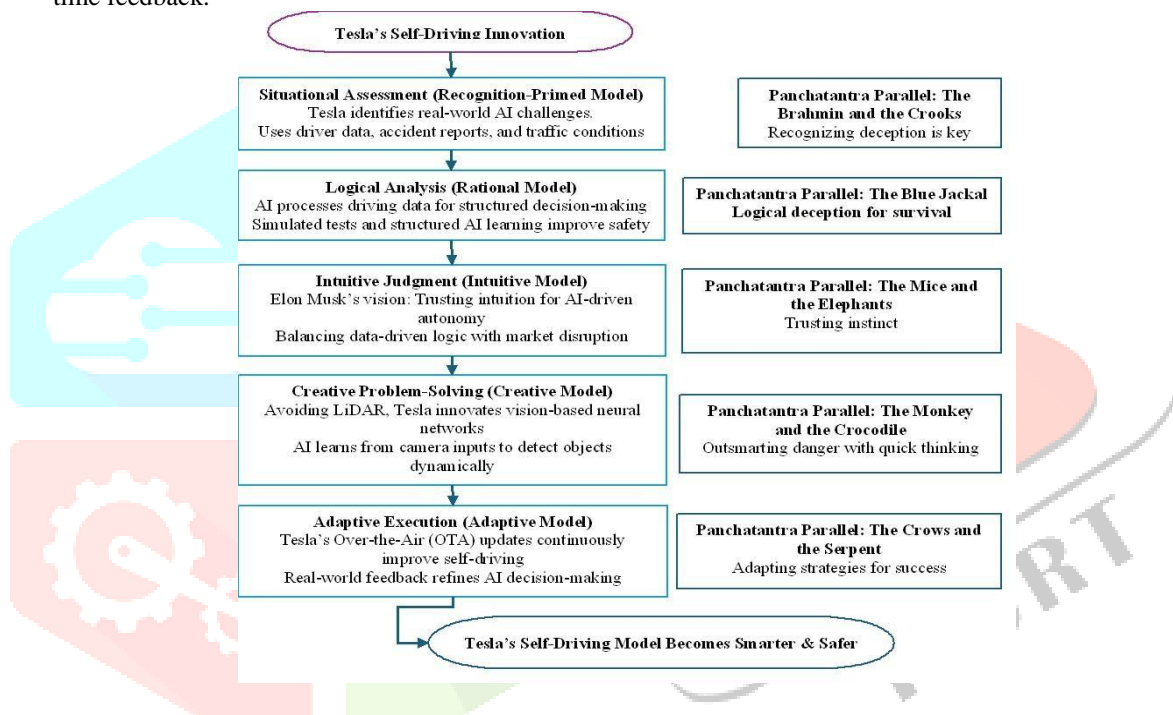
iii. *Tesla's Open Innovation is a Good Strategic Decision*

Tesla's Self-Driving Car Model illustrates strategic decision-making because:

- Real-World Data Usage – Rather than just using lab testing, Tesla leverages millions of consumers for real-world enhancements. Quick Iteration & Learning – Over-the-air updates enable Tesla to iterate on software without needing large product releases.
- Cost-Effective Creativity – Not spending on costly LiDAR equipment and leveraging AI-enabled cameras makes Tesla's strategy innovative. First-Mover Advantage – Tesla became the leader in autonomous driving in the industry by playing safe.

iv. *Lesson of Panchatantra in Contemporary Strategic Decision-Making*

The Panchatantra fables provide time-tested lessons about decision-making closely mirroring Tesla's open innovation approach, stressing situation awareness through identifying real-world problems, decision-making through logically framing AI models, revolutionary innovation through instinctively believing unusual ideas, optimal solutions through innovative problem-solving for maximum effectiveness, and durable success through flexible execution based on real-time feedback.



The Panchatantra fables set forth the importance of being adaptable, making ethical choices, and being strategically foresighted, and the understanding that decision-making is generally not a linear process and must be a mix of reason, intuition, experience, and creativity. The suggested PSDM model captures all these dimensions in a fully rounded approach to making complex business and leadership decisions.

b) *Infosys Strategic Expansion in AI Partnership: A Panchatantra-Inspired Decision-Making Analysis*

Infosys' decision to expand its strategic partnership with Citizens for AI-driven transformation is a soundly framed decision in line with long-term business development, digital transformation, and customer-driven innovation. The decision can be interpreted through the Panchatantra-Inspired Strategic Decision-Making Model (PSDM) and mapped to appropriate Panchatantra tales to gain insights.

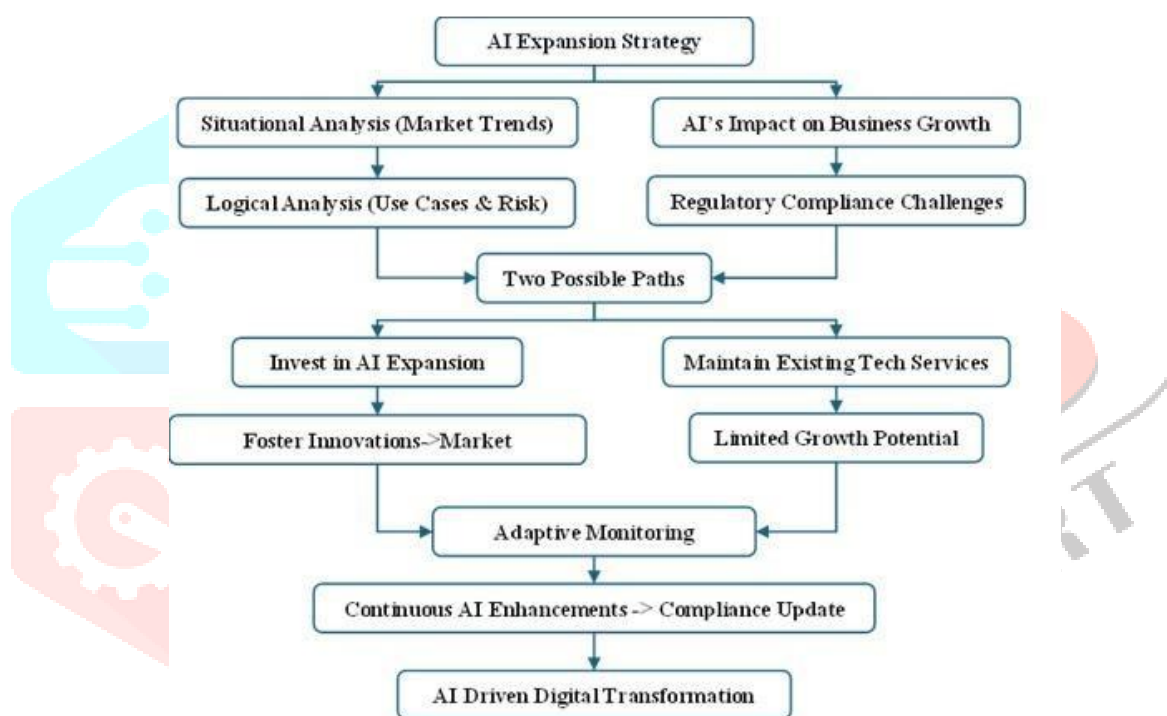
i. *Consequences of the Strategic Expansion Decision*

- Business Development: Infosys creates AI-based solutions to make the operations of citizens more efficient.
- Technological Innovation: Convergence of generative AI, automation, and cloud to fuel innovation.
- Competitive Advantage: Growth of AI services creates Infosys' distinctive position globally. Risk Reduction: Convergence of AI ethics, cyber security, and compliance.

ii. Mapping the Decision to the Panchatantra-Inspired Strategic Decision-Making Model (PSDM)

PSDM Stage	Infosys' Strategic Move	Panchatantra Story Example	Learning
Phase 1: Situational Analysis (Recognition-Primed Model)	Infosys became conscious of emerging AI requirements, digital revolution waves, and global tech competition	<i>The Clever Crook and the Foolish Brahmin – The Brahmin gets deceived and loses his goat.</i>	Understanding marketplace demands and detection of strategic opportunity is significant.
Stage 2: Rational Analysis (Logical Model)	Infosys looked into banking potential through AI, regulatory requirements, and digital fast track.	<i>Blue Jackal – Logically, the jackal adapts a disguise in order to rise to power.</i>	Rational analysis promises a knowledgeable investment policy through AI.
Stage 3: Intuitive Judgment (Intuitive Model)	Infosys relied on instincts and business acumen to foresee AI's long-term impact	<i>The Monkey and the Wedge – The monkey acts without foresight and suffers.</i>	Vision is needed in strategic decisions but supported by data.
Stage 4: Creative Problem-Solving (Creative Model)	Infosys launched AI-driven risk assessment and operational intelligence.	<i>The Monkey and the Crocodile – The monkey innovatively escapes risk.</i>	Innovative AI solutions provide a competitive advantage.
Stage 5: Adaptive Execution (Adaptive Model)	Infosys continually enhances and adjusts its AI to stay compliant.	<i>The Crows and the Serpent – The crows modify their tactics so that they can kill the snake.</i>	Customizing AI solutions ensures long-term success.

iii. Decision Tree for Infosys' AI Expansion Strategy



iv. Lessons from Panchatantra on Strategic Decision-Making

Infosys's move to further augment AI partnership is in the best tradition of the Panchatantra with its focus on situational sensitivity by sensing world AI trends and business opportunities, decision-making analytics through a reasoned evaluation of the market influence of AI and associated business risks, visionary vision through intuitive business foresight for leadership in the long term, competitiveness through innovative thinking for AI-led transformation, and enduring success through adaptive execution through ongoing innovation and compliance.

V. CONCLUSION AND IMPLICATIONS

This study brings into focus the appropriateness of ancient wisdom for current strategic decision-making. For policymakers, business leaders, and strategists, the envisaged PSDM model offers meaningful insights by synthesizing systematic and flexible decision-making approaches. The contribution of Panchatantra wisdom in informing decision-making in AI-based algorithms and digital business platforms is not discussed well in the article, but there is potential for further investigation into this.

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