LEARNING CRISIS MANAGEMENT THROUGH LITERATURE

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ABSTRACT
Crisis or an unlikely situation of panic is part of everybody’s personal and professional existence and to tide over such a critical moment requires patience, fortitude and other traits of personality. In times of emergency, we feel drawn to look for some external agency for help without actually realizing its futility. However, it is the internal strength and the qualities of head and heart that actually need to be invoked during these times. In this connection, it has been observed that words of wisdom exert a very positive influence in strengthening the personality of a person in critical moments of their life. As such, literary writings presenting these sane words in an artful manner turn out to be helpful in offering a sensible approach to tide over the crisis. The present paper explores the role of the stories from Vishnu Sharma’s Panchatantra and being treated as work of creative literature-in inculcating an entrepreneur-like personality which can immensely help them through their professional career.

Key words: Crisis, Management, Spirituality.


1. INTRODUCTION
Crisis usually refers to an uncalled for situation of intense difficulty or danger during which a difficult and important decision must be made (Oxford 2016). In the technical parlance of an organization, it is occurrence of certain uncontrolled and unplanned events which cause major disturbances in the organization and trigger a feeling of fear and threat amongst the employees. An unexpected event leading to major unrest amongst the individuals at the workplace is called as organizational crisis. In other words, crisis is defined as any emergency situation which disturbs the employees as well as leads to instability in the organization. Thus, crisis affects an individual, group, organization or society on the whole which generally arises without any notice causing a sense of fright and threat amongst the people concerned. In a modern industrial set-up, crisis can arise in an organization due to any of the following causes:

- Technological failure and breakdown of machines
- Problems in internet, corruption in the software, errors in passwords all result in crisis.
• Situation of discord among the employees.
• Strikes and dispute in the organization.
• Violence, thefts and terrorism at the workplace.
• Neglecting minor issues in the beginning can lead to major crisis and a situation of uncertainty at the workplace.
• Illegal practices such as bribes, frauds, data or information tampering
• Financial irregularity leading to loss and bankruptcy.

2. CRISIS MANAGEMENT
A relatively new development in the area of Management studies, Crisis Management (CM) is the application of strategies planned to help an organization deal with an unexpected and major harmful event. (Bernstein, 2016) As such, management of crisis is both an art and a science of dealing with sudden and unexpected events which upset the employees, organization as well as external clients. Briefly said, it is a process of handling unexpected and undesired changes in the organization. The management of a critical situation in the face of a current, real crisis includes identifying the real nature of a current crisis, intervening to minimize damage and recovering from the crisis. It often includes a strong focus on public relations to recover any damage to public image and assure stakeholders that recovery is underway (Managementstudyguide, 2016). Managing crisis is the identification of pressure in an organization and its stakeholders, and the methods used by the organization to deal with these pressures. Due to the unpredictable nature of business in modern-global times, the organizations must be capable of coping with certain unpredictable and extreme situations which are part and parcel of day to day operations in every organization. It often requires decisions to be made within a short time, and very often after the event has already taken place. In order to reduce uncertainty in the event of a crisis, the organizations are supposed to have a crisis management reliable team and a feasible plan. In other words, crisis management involves reacting to an event once the disaster has already struck.

3. NEED OF CRISIS MANAGEMENT
Crisis Management prepares the individuals to face sudden changes and unfavourable conditions in an organization with courage and fortitude. It strengthens the employees to adapt themselves with the changes in the organization. The employees can understand and analyze the causes of the crisis and cope with it in the best possible way. Crisis management helps the managers to devise strategies to come out of uncertain unforeseen situations while also enabling them to take an appropriate decision on the future course of action. With a prior understanding the early signs of crisis, the employees can be alerted against the consequences so to take necessary precautionary measures.

4. TYPES OF CRISIS
• **Natural Crisis:** It includes turbulence in the environment and nature lead to natural crisis,, Such events are generally beyond the control of human beings,, Tornadoes, Earthquakes, Hurricanes, Landslides, Tsunamis, Flood and Drought.
• **Technological Crisis:** Technological crisis arises as a result of breakdown in technology, machine and pirated software.
• **Confrontation Crisis:** Confrontation crises arise when employees clash among themselves. Individuals do not agree with each other and ultimately depend on non productive acts like boycotts, strikes for indefinite period.
• **Crisis of Malevolence:** Organizations face a crisis of malevolence when some notorious employees take the help of criminal activities and extreme steps to fulfil their demands. Acts like kidnapping company’s officials; false rumours all lead to crisis of malevolence.
• Crisis of Organizational Misdeeds: Crises of organizational misdeeds arise when management takes certain decisions knowing the harmful consequences of the same towards the stakeholders and external parties. In such cases, superiors ignore the after effects of strategies and implement the same for fast results.

4.1. Crisis of organizational misdeeds can be further classified into following three types
• Crisis of Skewed Management Values: Crisis of Skewed Management Values arises when management support short-range growth and ignores broader issues.
• Crisis of Deception: Organizations face a crisis of deception when administration purposely tampers data and information. Organization makes fake promises and wrong commitments to the clients. Communicating wrong information about the organization and products leads to crisis of deception (Investopedia, 2016).

5. SYMPTOMS OF CRISIS
Affecting symptoms: Personal crisis can often lead to emotional overload. The sheer magnitude of sudden or accumulated stresses can make it complicated for one to deal with the problem that he/she is facing. Depression, anxiety, scattered unfocused thinking, self doubt, loss of motivation, lack of patience or irritability, paranoia are some of the emotional symptoms of crisis related stress.

Corporeal symptoms: Tragedy affairs can also result in physical troubles. Headache and losses of appetite are common. Stomach and digestive upset, joint pains, fatigue, and other somatic symptoms are related to depression. Pain and depression are correlated because a person’s mood influenced by the same neurotransmitters that send pain signals. Physical symptoms reinforce emotional disorders, so it is essential to discover resources that will help to break this sorrowful phase. (Psychguides, 2016)

5.1. Crisis management and a Hindu view of life: Vishnu Sharma’s Pancharantra
The Panchatantra is a compilation of inter-woven series of tales in prose and poetry, mostly animal fables. It was compiled in Sanskrit (Hindu) and Pali (Buddhist). The compilation, attributed to Pandit Vishnu Sharma, is considered by most scholars to be dated around the 3rd century BCE, and to be based on older oral civilization. Each story gave insight into politics and practical wisdom as the essence or moral of the story was always similar to what a person would face in day-to-day life. The stories of the Panchatantra are not just relevant that day, but still hold excellent even today (Indianmirror, 2016). The objective of Panchatantra is to illustrate the primary Hindu principles of Niti - the wise conduct of life. This Indian collection of fables reveals the basic knowledge of wisdom that makes one's life "richer, happier, and fuller", because of its elegant style in which it packages the wisdom of the ages.

Some lessons from Panchatantra
• Lesson 1: - Only the brave succeed in life from the story of ‘The Jackal and the Drum’.
• Lesson 2: - When you see a danger coming, act immediately from the story of ‘The three Fishes’.
• Lesson 3: - Do your best but leave it to destiny from the story of ‘The Merchant’s son’.
• Lesson 4: - Check thoroughly even what seems to be impossible from ‘The Tale of the Golden droppings’.
• Lesson 5: - At the first hint of danger, Act quickly to save yourself from’ The Tale of two Fishes and a Frog’
• Lesson 6: - Union is strength from ‘The Bird with two heads (Panchatantra, 2016).

The Panchatantra offers a variety of lessons for a successful entrepreneur through its artful and interesting stories. It has five parts:

1. Mitra-bhedha- Separation of Friends

The first tantra (part) has the story of ‘The Lion and the Bull’ which gives the lesson of be wary if a friend accuses another of crime.
2. अथ भिनन्यात्: Mitra-Laabha (How to win gain/advantage of friends)

असामान्यत: अपि भ्रमणांस्त्रो बुद्धिमत्तम् क्रमशः। सामान्यत: आशु कारणविक कारणविक मृग-कूर्मवत्॥

The second tantra has story of ‘The Dove, Crow, Mouse, Tortoise and Deer’ which gives the lesson of Cooperation among friends is vital to for the survival.

3. ककोलुकीयम् नाम तृतीयम्। Kakolukiyam or Shatrubheda- Enemy Distinction

न विश्वसेत् पूर्व-विरोधितस्य शरोश् च मित्रत्वम् उपागतस्या। दशधाम्। नुहाम् पश्य उत्तर-पूर्णाम् काक-प्रणीतेन हुताशनेन॥

The third tantra (part) has story of ‘Crows and Owls’ which gives the lesson of mental strength and deceit are stronger in warfare than brute force.

4. अथ लाब्धप्राणः। Labdhaprasam or Viraag- Loss of Gains or Separation

समुद्वेषु कावः बुद्दि यस्य न हीतले। स एव दृष्टि तरतु जलशो बाधरो यथा॥

The fourth tantra (part) has story of ‘The Monkey and the Crocodile’ which gives the lesson of never betray friends and guard against own foolishness.

5. आरभितेयाकित्कावः। Aparikshitakaraka or Sandhi- Rash deeds

कुक्कुल्कुपरल्लभं क्रुशुं छुपरीक्षितम्। तन्नेरण। न कर्तव्याम् कामितेनां यत् क्रुद्म॥

The fifth tantra (part) has story of ‘The Brahmin and the Mongoose’ which gives the lesson that be wary of hasty judgements (Wiki,2016).

5.2. Some more Stories from Panchatantra

Story 1 - *The Brahmin and his dream*: In this story there was a Brahmin beggar who always dreams of becoming rich. One day he dreamt that he would sell the rice to buys goats, and then herds of cows which would make him richer than ever before. But it remained only a day-dream and his euphoria crashed when, while still dozing, he hit the pot in which he had stored the rice. His false ambition continued to be unfulfilled.

Moral of the Story: *Set realistic goals*. If anybody wants to achieve the goals, work hard for them rather than building castle in the air and living in the same.

Story 2 - *The Blue Jackal*: A blue jackal fell into a tub of dye and took advantage of the situation and befooled every animal in the jungle giving a false impression that he was a special and unique creature with a specially gifted colour. But one day, unable to hide his actual being, he began howling in front of other animals. The disclosure of his real identity leads to his slaughter at the hands of his own fellows.

Moral of the Story: *Be yourself*. A person can fool others about by his appearance, qualifications, knowledge, and possessions. But it is not possible to do that in the long run. So it is always better to be the best own identity rather than a better someone else.

Story 3 - *The Brahmin and the Goat*: The Brahmin was cheated by three cunning fellows who made him believe that he was carrying a donkey, dead calf and dog instead of a goat. They made fool of him and he had a loss in the end.

Moral of the story: *Believe in yourself*. Don’t succumb to subordinate’s pressure.

Story 5 - *The Fox and the Grapes*: The story says that the hungry fox branded the grapes as sour and went on his way.
Moral of the story: Don’t blame others. If a person is not able to achieve his/her goals, it is not others’ fault or the fault of circumstances or fate. Stop blaming others. Try to analyze where he/she went wrong and rectify the mistakes, grapes won’t be sour anymore.

Story 6 - The Rabbit and the Lion: In this story a small rabbit managed to drown a huge lion into the well. The rabbit accomplished his task by applying his intelligence.

Moral of the story: Apply your Intelligence. The size of the enemy doesn’t matter much.

Story 7 - The Swans and the Turtle: The story revolves around a talkative turtle and two swans who tried to carry the turtle friend with them by holding it in to a stick. But in spite of the advice given by his friends, the turtle opened his mouth to speak. So he fell to the ground died.

Moral of the story: Always listen to good advices. It is beneficial in the long run (Indiatimes,2016).

5.3. Lessons in interpersonal realtions from Pachatantra

1. Mitra-bhedh-Separation of firms: It mean that in business, management people should be aware of all the happenings and partnership, expansion or merger affects the customer, competitors and employees in the organization. If then, crisis occur take necessary action immediately.

2. Mitra-Laabh or Mitra - Samprapti - Gain/Advantage of workers and customers: It means that in Business cooperation is must among employer, employees and manager and customer because business is not one person’s work and only those business are successful and survive in which all these factors are united. No crisis will take place.

3. Kakolukiyam or Shatrubheda-Enemy Distinction (Difference of real and false during loss or damage): It means that in critical situations like loss or damage, a negative situation can be turned out positive by thinking a new approach and through mental strength every crisis can be removed and difference between real and false people can be pointed out.

4. Labdhapranasam - Loss of Gains (Gain of customers): It means that one should not cheat his co-workers, customers and makes a crisis by losing faith which can never be regain.

5. Aparikshitakaraka also called Sandhi - Rash deeds or treaty (Think before any action): It means that in business every step should be taken carefully without any haste and make wisely judgments while signing any bond or contract otherwise a crisis can be occur.

If an intelligent person is well behaved in life and having experience of life, then he will definitely achieved his goal whether he may not have resources.

6. CONCLUSION

Crisis is a part of organizational working and personal life, but it has been found that the solutions from the creative literature like Panchatantra proves to be always right to clear the darkness of confusion and every entrepreneur or person should live his life and run his organization by following the principles and practices of Niti- the wise conduct of life through Panchatantra in Crisis Management. These lessons and morals put a transforming effect. Spirituality is also one of the ways of learning.

REFERENCE


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