

Team Collaboration Vs Team Competition: Pandavas Vs Kauravas - A Literature Evidence from Kurukshetra (Mahabharata) War

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ABSTRACT

Purpose: *Mahabharata is an epic war described in poetic form, an integral part of Indian mythology. While a full-blown war of such a colossal scale in an ancient time of around 3000 B.C. is intriguing for the civilizations today, the first war involving almost every contemporary major economy of the world whose horrors survived for generations, giving ramifications to date is in itself a "lesson learnt hard way". The main purpose of this paper is to reflect on the management lessons based on Indian traditions. In this paper, the researchers discuss team collaboration vs. team competition between two cousins of Mahabharta the Pandavas and the Kauravas and to bring literature evidence of why the Kauravas lost the Mahabharata war despite having the best-in-class warriors and a larger army.*

Objective: *The researchers have set the following main objectives and the present study investigates 3 wide-ranging research questions: (1) To recognize team collaboration and team competition characters from the Mahabharata War. (2) To assess the reasons why Kauravas, lose the Mahabharata War. (3) To evaluate which team effectiveness model is best for collaboration & and competition.*

Design/Methodology/Approach: *The study is based on secondary data and available shreds of evidence. The hypotheses have been stated for the selected variables and were investigated to prove or disprove the same without any errors.*

Findings/Results: *The researchers draw lessons from the epic story and highlight the great war of Mahabharata is no doubt an epic war, described perfectly which gives numerous lessons on every nook and corner. In the complex scenario, when the Kauravas were in crisis, they often tended to rush into decisions without proper reflection and demonstrated an inability to decide based on subtle, intangible, and often very vital elements like emotion, intuition, and spiritual discernment. At the same time, the Pandavas team's effectiveness and setting the stage for great performance are very much needed in teams to work together successfully. In the end, researchers consider these factors, to have an edge in Mahabharata War.*

Research Limitations/Implications: *Further the fact that the battle between the Pandavas and the Kauravas was already battled, the decision had been made and concluded before it even began, as revealed by Shri Krishna in his Visvarupa to Arjuna, the reason that Kauravas lost was basically due to an act of deceptive stupidity which can be traced back to one crucial event.*

Originality/New Knowledge/Interpretation/Value: *Thus, it can be aforesaid that if we apply the finest practices of the Mahabharata War to the finest practices of Management, we might have renewed associate and can function better in the coming years and make the organization & team glance and perform better in the years to come.*

Paper Type: *The study is based on secondary data and available shreds of evidence.*

Keywords: Team, Collaboration, Competition, Mahabharata, Pandavas, Kauravas, Kurukshetra War, Hindu Mythologies, Akshouhini, Succession Planning, Poor Management, Hackman's Model & Team Effectiveness

1. INTRODUCTION :

The Kurukshetra War can also be referred to as the Mahabharata War, it is a war described in the Mahabharata Epic. The conflict resulted from a dynastic succession brawl between two groups of cousins, the Kauravas and the Pandavas, for the throne of Hastinapura. The war laid a strong foundation for the (Bhagavad Gita Wikipedia, [1]). The historicity of warfare remains the subject of scholarly discussion (Singh Upinder, (2006). [2]). The battle of the ten Kings, indicated in the Rigveda, might have formed the core of the Kurukshetra war's story. The war was greatly stretched and adapted in the Mahabharata's account, which makes it dubious (Murthy, S. S. N. (2016). [3]). Efforts have been made to assign historical data to the Kurukshetra war, with research suggesting 1000 BCE (Insoll Timothy, [4]). However, well-liked tradition claims that the war marks the evolution of the Kali Yuga, dating it to 3102 BCE (Penguin, U. K. (2015). [5]). The war took place in Kurukshetra (Ring, et al, (1994). [6]). Despite merely spanning eighteen days, the war acquires more than a quarter of the Mahabharata. The chronicle portrays individual battles, deaths of various heroes on both sides, war diplomacy, meetings and discussions among characters, military formations, and weapons used at that time. The chapters dealing with the war are considered amongst the oldest in the Mahabharata.

Mahabharat War or Kurukshetra War was started on Mrugashirsha Shukla Ekadashi BCE 3138 (5153 years before A.D. 2015). God Shri Krishna narrated the Srimad Bhagavat Geeta on that day to Arjuna so it's also "Srimad Bhagavat Geeta" Jayanti. A total of 18 Aukshohini Warriors (38,57,142s Warriors) died within 18 days of completion. The number 18 appears recursively in the epic. For example, Mahabharat has 18 chapters, Bhagwad Geeta also has 18 chapters, the war lasted for 18 days, 18 armies fought in the battle (11 from the side of the Kauravas and 7 from the side of the Pandavas), etc. There could be one explanation for it. In the Bhagwad Geeta, Lord Krishna referred to the human body to be 'Nav-dwar-pur', i.e., a place with 9 doors. In the human body, the 9 doors are depicted in the form of two eyes, two ears, two nostrils, one mouth, the genital and the anus. In a relationship, two human bodies are involved making $9+9=18$ doors. As the Mahabharat talks about relationships, the number 18 appears several times throughout the epic. This could be a possible reason for the duration of the war (Adarsh Singh, (2015). [7]).

Origin: The Mahabharata, didn't just start when Duryodhan refused to give the Pandavas "even a land worth a needle's tip", decades old jealousy, hatred, and family politics were masked behind it. Its beginning wasn't plain and simple, every verse of Mahabharat in itself describes what led to the war. So, as far as the origin of the war is considered, The Mahabharata is actually quite more intriguing, a war woven by decades-long hatred and concealed behind so many reasons.

Allies Involved: This war included almost the entire contemporary Bharat. The Pandavas included allies in kingdoms like Dwarka, Kasi, Kekaya, Magadha, Cheri, Matsaya, and Yadus and their war strategist Krishna. Kauravas had great support from the Krishna's Narayani Sena, Pragjyotisha, Kalinga, Anga, Kekaya, Sindhudesa, Avanti, Gandhara, Balikas, Mahishmati, and Kambojas. The kingdom of Vidarbha remained neutral throughout the war. One spot was preferred for the war of truth-Kurukshetra or Dharamkshetra, as it was trusted that the sins obligated on that land would be pardoned due to the sanctity of that land. In this context, while Mahabharata was fought in a contemporary country only, with all the major kingdoms involved, we can't forget the diplomacy involved in Mahabharata in persuading different kingdoms (Li, D. et al, (2022). [8]).

Length and Scale of the War: Mahabharata – The war lasted for approximately 18 days as explained by Sanjaya to Dhritarashtra. The Pandavas had an army of 7 akshauhini while the Kauravas retained an army of 11 akshauhini. One akshauhini comprises of 21870 chariots, 21870 elephants, 65610 horses, and 109350 infantries. And when the great war ended, there were only 8 survivors in Pandavas camps and 5 in Kauravas. While the great Indian war of Mahabharata was bound within a (small) moral conduct, there was no such constraint in world warfare.

Technology and Weaponries Involved: This war encompassed all sorts of divine and mystical weapons which are way too far for us to envision today- Pashupatastra, Vasvi Shakti, Vajra, Nagpasha, Narayanastra, Brahmastra, Sudarshan chakra, Bhramashira, Devastra, Suryastra, Parvatastra, Trishul and the list will never end. The deceiving ways, paranormal entities, Chakravyuhas, sages and their curses, perfect archers, and a man with the power of ten thousand elephants, vowed and disavowed this war had every strategy and super interesting weaponry involved. The divine, intriguing, mystical weapons of Mahabharata stand way beyond any weapon we possess today (Park, C. H. et al, (2013). [9]).

Consequences: The Mahabharata war was well-defined as the war between just and unjust, truth and deceit, and it would be fair to say that truth prevailed. Although the cost involved was quite huge. The number of casualties was unprecedented. In the end, Yudhishtira ascends to the throne, but all the Pandavas brothers and Draupadi later leave their kingdom for a pilgrimage. This war gave us lessons about the Bhagwat Gita and the epic Mahabharata. It is important to note that this epic was initially 8000 verses long one called Jaya, which was later modified to a 24000-verse-long Bharata and today as it stands a lakh verses-long Mahabharat. The lessons imparted through these epics are still revered in and around India and in Sanatan Dharma. So, the Mahabharata has some serious lessons for society today but this war more or less affected the Indian subcontinent only. Shubhendu Abhishek Pathak, (2015). [10].

At the end of the Great War Mahabharata, only 13 people were survived (not 18). Shri Krishna, Satyiki, Yuddhishtira, Bheema, Arjuna, Shahadeva, Nakula, Yuyutsu, Bhishma, Kripacharya, Krutaverma, Ashwatthama & Vrishaketu.

Pandava Side Survivors: The great Vasudev Sri Krishna (age 89 years), Satyiki-Dharmaraja Yuddhishtira (age 91 years), Gadadhara-Bheema (age 90 years), Dhanurdhara-Arjuna (age 89 years), Intelligent-Shahadeva (age 88 years), Handsome-Nakula (age 88 years) & Yuyutsu (age 90 years). The Yuyutsu was the son of King Dhritarashtra by his other wife but he fought on Pandava's side. Once Yuyutsu saved Bheema's life by informing Pandavas about Duryodhana's scheme to poison the water. Yuyutsu was born on the same day as Duryodhana. He was younger than Duryodhana but older than the rest of all 100 Kauravas brothers & and Dushila named sister.

Kauravas Side Survivors: They are the Pitamah-Bhishma (age 191 years), Kulguru-Kripacharya (age 150 years), Krutaverma, Ashwatthama and Vrishaketu (age 56 years, youngest son of Karna). Vrishaketu was the youngest son of Karna. Karna had ten sons with his wives Vrushali and Supriya. Karna's nine sons were participated in the Mahabharata War. Karna married Vrushali in BCE 3213 at the age of 32 years. Karna married Supriya when Duryodhana married Bhanumati, the princess of Kalinga. Karna's nine sons among ten participated in the Mahabharata War in BCE 3138. Karna went to Guru Parashurama to learn Archery at age 32 in BCE 3213. Karna learned archery for 8 years and returned at age 40 in BCE 3205. Karna's eldest son Sudama was born when Karna was of age 41 years old (BCE 3204). Karna's youngest son Vrishaketu, was born when Karna was of age 51 years old (BCE 3194).

Karna's Ten Sons: Sudama, Chitrasen, Satyasena, Shushena, Vrishashena, Shatrunjaya, Dvipata, Banasena, Prasen, Vrishaketu (only survived after Mahabharata War).

Killed by Arjuna:

1. **During Draupadi Swayamvara (BCE 3195):** Sudama (age 09 years)

2. **During Great War Mahabharata (BCE 3139):** Vrishasena, Shatrunjaya and Dvipata

Killed by Nakula: Chitrasena, Satyasena and Shushena

Killed by Bheema: Banasena

Killed by Satyiki: Prasena

Vrishaketu's Death: Only Vrishaketu survived after the Mahabharata War. Vrishaketu was killed by Babruvahana (son of Arjuna) in Ashwamedha Yagnya (Horse Sacrifice).

Bhishma's Death: Pitamah Mahamahimna Bhishma died after completion of the "Dhanurmasa". Dhanurmasa is when the Sun leaves the zodiac sign "Dhana" sign and enters in zodiac sign "Makara". Pitamah Mahamahimna Bhishma left his mortal body, at the end of this "Dhanurmasa". So, Pitamah Bhishma was alive for somewhere between a week and a month after the end of the Mahabharata war Quora, [11].

2. REVIEW OF LITERATURE (CONCEPTUAL CLARIFICATION) :

Proceeding by the numbers portrayed in the epic, Mahabharata is one of the bloodiest wars that has ever occurred in the history of mankind. Almost 18 Akshouhini's have battled altogether and just 13 people survived the war. i.e., around 4 million people are believed to have been killed in the Mahabharata war. Considering that the total population of the world 5,000 years ago as per HYDE's (History Database of the Global Environment) estimate is 45 million, the war is supposed to have consumed ~10% of the Human population in 18 days, which is unbelievably enormous. For comparison around 14 million people were killed in World War 1 (over 4 years) and nearly 60 million people were slaughtered in World War 2 (over 6 years) which reported for 1% and 3% of the total world population of that time. Going by the numbers designated in the epic, out of all 18 Akshouhini's, a total of 3,936,600 people, 393660 Elephants, 1180980 horses, and 393660 Chariots (each having 4-8 horses) have battled in the war. This math is somehow hard to digest as the existence of 400,000 domesticated Elephants and more than 3 million domesticated horses in the Indian Subcontinent 5000 years back is a highly unsettled story. There is certainly a high likelihood of the numbers being amplified in the epic, but on the other hand, with the way the military structures and construction of an army are detailed in the epic, it's also hard to doubt the numbers described in the epic. Thus, this illustrates how destructive was the Warfare Academy, [12].

An akshouhini, is a battalion entailing a total of **21,870**-chariots; **21,870**-elephants; **65,610**-horses and **109,350**-infantry as per the epic Mahabharata. The ratio is 1 chariot: 1 elephant: 3 cavalries: 5 infantry soldiers. In each of these enormous number groups (65,610; 109,350 etc.), the digits add up to 18. An Akshouhini is actually constituted of smaller military units called Anikinis, which in turn are divided into further smaller units. The systematic construction of an Akshouhini is described as follows in Table 1:

Table 1: Systematic Construction of an Akshouhini		
S/L	Akshauhini	No/Foot
1	Elephant-(Gaja)	01
2	Chariot-(Ratha)	01
3	Horses-(Ashwa)	03
4	Soldiers-(Padhata) form a Patti	05 foot
5	3 Patti's forms a Sena-Mukha	03
6	3 Sena-Mukha makes a Gulma	03
7	3 Gulmas forms a Gana	03
8	3 Ganas makes a Vahini	03
9	3 Vahinis creates a Pruthana	03
10	3 Pruthanas makes a Chamu	03
11	3 Chamus forms a Anikini	03
12	10 Anikinis form an Akshauhini	10
Source: Academy, mahabharata-research.com		

Thus, an Akshauhini, by calculation, encompasses a total of 21,870 elephants, 21,870 chariots, 65,610 horses, and 109,350-foot soldiers.

Army composition on each side during the Mahabharata War: An immeasurable array of kingdoms participated in the Great Mahabharata War. Countless kings and princes were slain during the course of the war. A total of 18 Akshouhini Soldiers fought the war, 11 on the Kauravas side and 7 on the

Pandavas side, and the list of Kingdoms stretches all the way from Kashmir in the North to Tamil Nadu in the south, Assam in the east to Hindukush in the west. Of course, not all the existent kingdoms in the Indian Sub-continent have participated, but the war has included most of the prominent kingdoms of that period.

Army of Kauravas: The Kuru Army of 11 Akshouhinis was framed by the kingdom of Hastinapura in coalition with races like the Samsaptakas, Trigartas, the Narayana army, the Sindhu army, and Shalya of Madra. The Commanders in Chief were Bhishma (10 days), Drona (5 days), Karna (2 days), Shalya (1 day), Ashwatthama (After Duryodhana loses the mace match with Bhima).

Table 2: Army of Kauravas		
(King/Prince/Commander)	Kingdom	Size of the Army
The Bhagadatta	Pragiyotisha	1 Akshauhini
The Shalya	Madra	1 Akshauhini
The Nila	Mahishmati	1 Akshauhini
The Kritavarma	Yadavas (Krishna's Narayani sena)	1 Akshauhini
The Jayadratha	Saindhava	1 Akshauhini
The Sudakshina	Kambhoja	1 Akshauhini
The Vinda and Anuvinda	Avanti	1 Akshauhini
The Srutayudha	Kalinga	1 Akshauhini
The Shakuni	Gandhara	1 Akshauhini
The Susharma	Trigarta	1 Akshauhini
The Duryodhana	Kurus and Allies	1 Akshauhini
		11 Akshauhinis

Source: Academy, mahabharata-research.com

Army of Pandavas: The Pandavas Army was a confederation of 7 Akshouhinis, chiefly the Panchala and Matsya forces, the Rakshasa armies of Bhima's son, The Chedi and Magadha armies and Vrishni-Yadava heroes.

Table 3: Army of Pandavas		
King/Prince/Commander	Kingdom	Size of the Army
The Satyaki	Vrishini (Yadava clan)	1 Akshauhini
The Kuntibhoja	Bhoja (Yadava clan)	1 Akshauhini
The Dhrishaketu	Chedi	1 Akshauhini
The Sahadeva (s/o Jarasandha)	Magadha	1 Akshauhini
The Drupada	Panchala	1 Akshauhini
The Virata	Matsya	1 Akshauhini
	Panda, Chola, Rakshasas and other allies	1 Akshauhini
		7 Akshauhinis

Source: Academy, mahabharata-research.com

3. GAPS & AGENDA FOR FUTURE RESEARCH :

The great Epics Mahabharata and Ramayana are the two chief foundations from which the popular of dogma of the Hindu religion has been acquired. As a student or youth, we were being instigated to read these epics during schooling and even at our homes by the elders. The main purpose was not just to get us familiarized with Indian Mythology but also to learn and inculcate the lessons encompassed in these epics, to seek help from those principles to become a better person. It doesn't matter if Ramayana and Mahabharata happened for real or are just meant to be a Mythical message for humans. Whichever way, the teachings and lessons they provide are second to none. It would be dreadful to even think of obliging the teachings of Mahabharata (Gaurav Dogra, (2016). [13]). & (Chakravarty, R. (2014). [14]).

4. OBJECTIVES OF THE STUDY :

The scientists/researchers have established the undermentioned primary objectives and the existing study inspects 3 wide-ranging research questions:

- (1) To recognize team collaboration & team competition characters from the Mahabharata War.
- (2) To assess the reasons why Kauravas, lose the Mahabharata War.
- (3) To evaluate which team effectiveness model is best for collaboration & competition.

5. HYPOTHESIS OF THE STUDY :

Based on the established objectives these hypotheses (Table 4) are outlined to prove or disprove the statement.

Table 4: Hypothesis of the Study	
H01	There will be no significant relationship between team collaboration and team competition characters from the Mahabharata War.
H02	There will be no significant relationship between Pandavas and Kauravas in losing the Mahabharata War.
H03	The team effectiveness model will not stimulate collaboration and competition.

6. RESEARCH MODEL :

The research model framework is drawn in Figure 1 & 2 & illustrates a block diagram of Team Competition of Kauravas and Team Collaboration of Pandavas & Table 5 clarifies the study variables. (I.V- Independent Variables and D.V- Dependent Variables).

Table 5: Study Variables	
Independent Variables	Dependent Variables
<ul style="list-style-type: none"> • Team Collaboration (Pandavas) • Team Competition (Kauravas) 	<ul style="list-style-type: none"> • Kurukshetra (Mahabharata) War

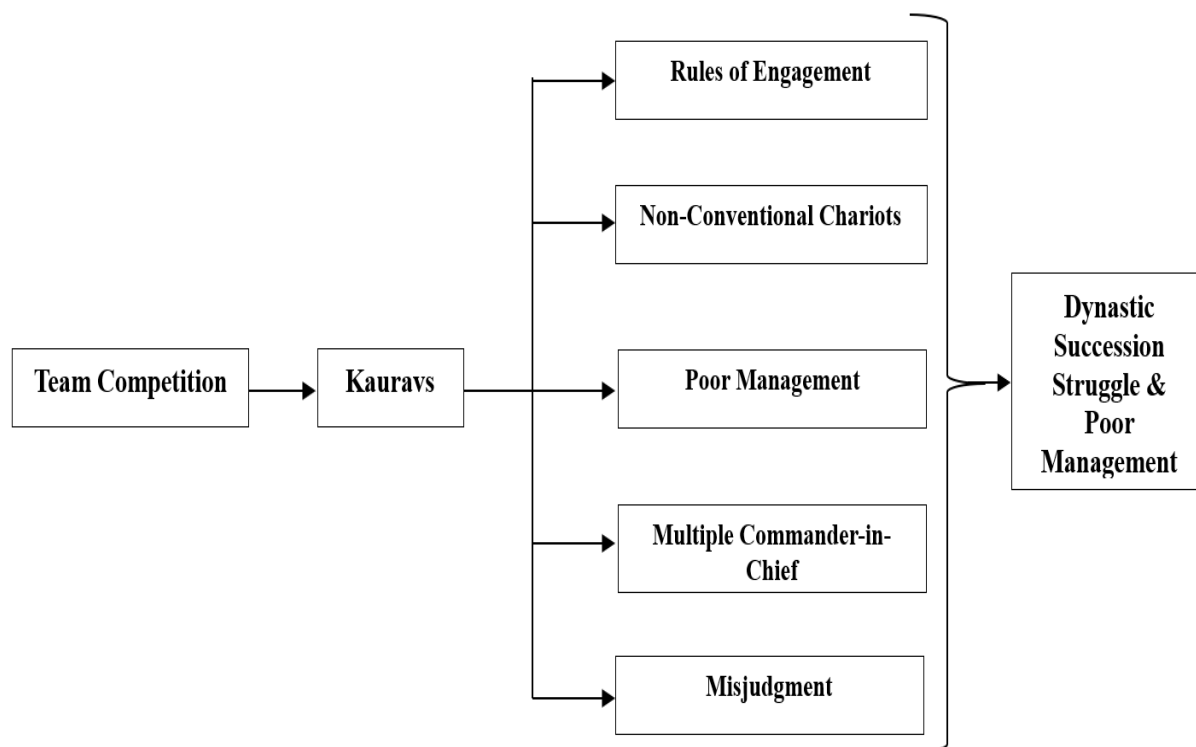


Fig. 1: Block Diagram of Team Competition of Kauravas

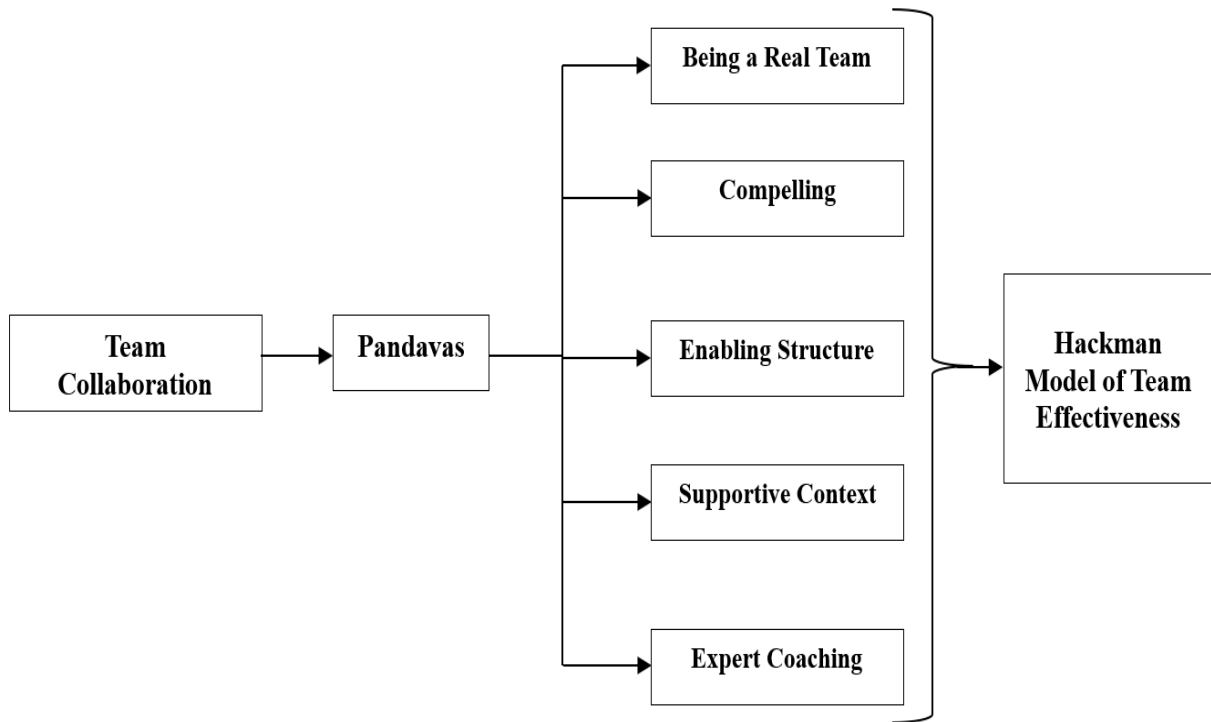


Fig. 2: Block Diagram of Team Collaboration of Pandavas

7. RESULTS & DISCUSSIONS :

Analysis & Interpretations:

7.1 Epilogues to Prove the Mahabharata Characters Who Had the Utmost Inspiration on the Storyline Mahabharata War:

A voluminous list has been created to portray the influential and most powerful warriors in Mahabharata. These are the 10 most influential characters of the Mahabharata. Those 10 people’s action or inaction has changed the narrative of the epic. All such lists are subjective. (K. Kumar, K. G. (2020). [15]). & (Deutsch, M. (1949). [16]). Table 6 clearly explains the Team Collaboration and Team Competition Characters from the Mahabharata War.

Table 6: Team Collaboration & Team Competition Characters from Mahabharata War		
Hypothesis	Factors Considered	Outcome
H01:	Characters from Mahabharata War	The findings and analysis from the obtained data, we can personify that both Pandavas and Kauravas have relations by: <ul style="list-style-type: none"> • Team Collaboration • Team Competition

1. Sri Krishna: The directing strategist of the Mahabharata War. He has planned and brilliantly executed each step of the war without getting involved himself in firing a single shot. He is the one who motivated Arjuna to fight when he gave up arms upon seeing the relatives and elders ranged on the opposite side in the warfare. The Krishna is the giver of the immortal Gita. It says in Krishna’s words that “Happens again and again – when adharma rises. In order to protect the just and to eliminate the evil”. He did negotiate the peace on behalf of Pandavas but when the Kauravas declined, Krishna then strategized the war. He was neither on the right side nor the wrong side of morality. He wasn’t beyond breaking rules in each case of the killing of Jarasandha, Drona, Bheeshma, Duryodhana, or Karna. The end justifies the means when adharma rises; he upholds dharma. He protects Draupadi when all others have been unsuccessful in saving her dignity. This is one of the great facts of the epic (Kaipa, P. L. (2014). [17]).

2. Draupadi: who is also known as Krishna / Krsna or Panchali. She is the daughter of the king Drupada and the wife of the Pandavas. Draupadi is one most outlining characters of the epic. Perhaps, she was the chief reason for the Mahabharata war to take place. Karna's failure to win her at the syamvara might have disillusioned him forever. Draupadi's inhumane insult at the Kauravas court was one of the key turning point of the epic. The Bhima's vengeance oath for this act and all the elders refused to intervene making them lose all moral standing forever.

3. Satyawati: The second wife of Shantanu. She insisted that her son must inherit the kingdom, in the place of Bhishma. This was a major spinning point in the Mahabharata. Otherwise, the dramatis personae of the epic would have been entirely different. She had intervened again when her son Vichitravirya died without children. She instigated Veda Vyasa to enter into a niyoga marriage with Vichitraivirya's wives resulting in the birth of Dhritarashtra and Pandu by ensuring the continuity of the lineage and hence the epic had its place.

4. Kunthi: She is born Pritha, the aunt of Sri Krishna and the mother of the Pandavas. She wanted to test the boon she had due to which she gave birth to Karna before her marriage. So, she abandoned him. If Karna had not abandoned, the Mahabharata might have been a wholly different story. When the Arjuna won Draupadi's hand at her swayamvara, with no proper and complete information Kunthi asked all her sons to share the Alms. If that had not occurred, Draupadi's inhumane insult at the Kaurava sabha might have not happened.

5. Veda Vyasa: Veda Vyasa was Krishna's Dwaipayana i.e., the codifier of the Vedas. The great Epic Mahabharata's author himself was a character in it. He was the first son of Satyawati. He entered into a Niyoga marriage with Amba and Ambika after the death of Vichitravirya. This safeguarded the continuity of the Kuru lineage hence, the Mahabharata itself. Veda Vyasa has empowered Sanjaya to testify the war to Dhritarashtra from afar. So, that ensures the immortal Gitopadesha.

6. Bhishma: Bhishma can also be referred to as the Devavrata, the son of Shantanu. He gave up the throne so that his father could marry Satyawati. That decision of Bhishma has changed the Kuru lineage. He was reluctant to intervene when Draupadi was being disrobed in open court. He refused to answer how she could be wagered by an already vanquished Yudhishtira. Thus, has to ensure that war became inevitable. Perhaps he had umpteen opportunities to stop the war. But why he didn't stop the war will always be debated. His procrastination has a huge say in how the Mahabharata develops.

7. Yudhishtira: He was indeed the moral lodestar of the epic. He was always getting down from his chariot, right at the beginning of the war so as to get the blessings of his Gurus and elders ranged on the other side. Even Sri Krishna deferred to his moral authority and often consulted him. Yudhishtira's actions at various stages of the Mahabharata epic are critical to know how it evolves. Three of them stood out were, one was his decision to wager his brothers and wife in the game of dice. Two was his reply to Dronacharya while inquiring whether his son Ashwathama had indeed been killed. In that case, his response was not of the utmost moral standards. And it leads to the death of Dronacharya. And three, was his decision during vanavas, to liberate the Kauravas from Chitrasena.

8. Shakuni: He was the uncle to the Kauravas and adviser to Duryodhana. His conspiracies led to the war and to the slaughter of the Kurus. On an umpteen occasion, he could have counselled his nephew differently. He represented Duryodhana to play dice with Yudhishtira. Yudhishtira's downfall and the ensuing humiliations ensured that the war happened.

9. Karna: How Sri Krishna related to Arjuna, the same way Karna (and Shakuni) was to Duryodhana. Unfortunately, his unchallenged loyalty had quite a negative effect. He ministered and even provoked Duryodhana in all his wrongs. The cursed he received over and over, made him to lose his proficiencies at a critical juncture of the war. Even his strengths – gallantry and large-heartedness – turned out to be hindrances. By keeping his promise to Kunti, he defeated, but let go every Pandava other than Arjuna.

If the single of them were killed, would have turned the tide of the war. Even with Arjuna, Karna in his anger, misdirected the Nagastra. This guaranteed that Sri Krishna could save Arjuna.

10. Dronacharya: The great guru to both the Pandavas and the Kauravas. Dronacharya along with Bhishma and other elders of the court were close-mouthed while Draupadi was disrobed. His strategies setup the Chakravyuha, which resulted in Abhimanyus death. This was one of the greatest agonizing moments for the War. His enmity with Drupada is a one of the underlying themes of the Mahabharata. It conclusively leads to his death in the hands of Dhristadhyumna during the war.

11. Shalya: He was the maternal uncle of Nakula and Sahadeva. He was tricked by Duryodhana into joining the Kaurava side. He became charioteer to Karna to demoralize him before his crucial battle with Arjuna. This made Karna direct his all powerful Nagastra at Arjuna's head instead of at his chest. And Sri Krishna was able to save Arjuna by lowering the chariot!

7.2 Epilogues to Prove Team Collaboration & Team Competition from Mahabharata War:

The research Table 7 & 8 explains the Team Collaboration & Team Competition from Mahabharata War.

Table 7: Team Collaboration from Mahabharata War		
Hypotheses	Factors Considered	Outcome
H02:	<ul style="list-style-type: none"> Team Collaboration 	The findings and analysis from the obtained data, we can personify that Pandavas have relations by: <ul style="list-style-type: none"> Dynastic Succession Planning Good Management

Table 8: Team Competition from Mahabharata War		
Hypothesis	Factors Considered	Outcome
H02:	<ul style="list-style-type: none"> Team Competition 	The findings and analysis from the obtained data, we can personify that Kauravas have relations by: <ul style="list-style-type: none"> Dynastic Succession Struggle Poor Management

Findings 1: The Rules of Engagement

The Mahabharata war has become prominent not only because of its magnitude but also for the implausible adherence to the ethics and dignity displayed and proceeded during the initial phase of the war. The war indeed became a bloody madness from the thirteenth day of its beginning, but still in comparison with the western world wars (and also in Historic India), the warfare warriors were ready to go to extreme extent to emerge as victory was the sole principal they had. But this was not the case in the Mahabharata war, where the soldiers who battled the Mahabharata war till the end of its course obeyed to multiple rules despite such obedience taking away pivotal advantages from their hand. Before the commencement of the war, the two supreme commanders met and outlined the "rules of ethical conduct", called as the dharmayuddha, for the war. The rules included

- The fight should not commence earlier than sunrise and must end exactly at sunset.
- One warrior must attack a single warrior at a time but not more that that.
- Two warriors can battle/ engage in prolonged personal combat only if they are accompanied with same weapons and same type of mount like on foot/on a horse/on elephant/in chariot)
- Before any duel/combat the warriors must be challenged and warned.
- No warrior must kill/ injure the surrendered warrior.
- The one who surrenders himself becomes a prisoner of war and subjected to the protection.
- The warrior must not kill or injure an unarmed warrior.
- The warrior must not kill or injure the unconscious warrior.
- The warrior must not kill or injure any person/animal who are not taking part in the war.
- The warrior must not kill or injure a warrior whose back is turned away.
- No warrior can attack a woman in the combat.
- No warrior must not strike an animal if they are not direct threat.

- The weaponry rules must be followed for each weapon. For example, it is prohibited to strike below the waist in mace warfare.
- Warriors must not occupy in any unjust warfare.

Findings 2: The Non-Conventional Chariots

In the modern world (i.e., historic period), infantry and cavalry have been an inevitable part of any army. And in the Indian sub-continent the tradition of using elephants added to the list of basic constituents of an army. But in the modern world, usage of chariots for carrying archers was not a conventional way of fighting though Romans and Egyptians has battled many war using chariots. In all of the modern historic wars, archers were used for distant attacks mostly hiding behind the fort walls, or hiding behind the infantry/cavalry to shower the arrows on their enemies who stayed unprotected within the range of their vicinity. But during the Mahabharata era, archers played a prominent role in wars, and they engaged in one-to-one combats. Archers were designated as being skilled enough to attack precise targets and lead from the front. Unlike the modern world warfare where the generals shall march ahead on their Horses, the leaders of ancient India commanded their army and lead the fight positioning themselves on a chariot. The usage of war chariots empowered chariot mounted archers to arrive fresh in the battle field. The Chariots were of huge help to carry large quantities of armaments (spears, arrows, javelins) enabling the archers to actually venture deep into the battle field and lead from the front. In add-on, the Chariots gave limited protection to the combatants and provided them a mounted platform for fighting/command & control. The Chariot of commanders and principal warriors were escorted by additional chariots that guarded all four sides, as well by the additional cavalry and infantry units that kept away attack with the support of nearby infantry and cavalry units. They, hence, are an inevitable part of the entire epic.

Findings 3: Poor Management

The Mahabharata war teaches us a lot of management lessons. The poor management of Kaurava camp led to their loss. Let's go in detail about what all went wrong with Kauravas. Table 9 sums up why Kauravas lost the war.

Table 9: Commander-in-Chief		
Day	Pandavas Camp	Kauravas Camp
Day 1	Dhrishtadyumna	Bhishma
Day 11	Dhrishtadyumna	Drona
Day 16	Dhrishtadyumna	Karna
Day 18	Dhrishtadyumna	Shalya

Source: T. M. Gautham, (2017). www.quora.com

Strike the Biggest Coin: Pandavas clearly targeted the leader of Kauravas camp. They did not target the other warriors. They wanted to take the chief down rather than killing others.

- So that opposition gets demoralized (as the biggest guy is gone)
- They get confused and
- Get pressurized to choose a new leader
- New leader will be pressurized to deliver great results (Rajoura, C. & Rajoura, N. (2022). [18]).

Bhishma is the most powerful warrior and the strategist of Kauravas camp. Pandavas spent first 10 days figuring out how to take Bhishma down. In the first ten days, Kauravas lost only 2 Akshouhini of army and Pandavas were left with only 2 Akshouhins. This worked well for Pandavas (Marker, A. M., & Staiano, A. E. (2015). [19]). See the below graph.

We can infer a lot from the below Graph:

- The longer the Kauravas camp had the same leader, the lower their mortality rate.
- Every succeeding commander-in-chief delivered poorer results when compared to the predecessors.
- Bhishma was better than Drona.
- Drona was better than Karna.
- Karna was better than Shalya.

When the leaders change, the strategies change. Not every leader thinks the same way. Ballmer didn't think like Gates. Nadella doesn't think like Ballmer. The army gets tired and loses energy seeing their leaders lose and die. Also note this: While Pandavas targeted the biggest fish, Kauravas was targeting the youngest warrior Abhimanyu (T. M. Gautham, (2017). [20]). & (Puurtinen, M. & Mappes, T. (2009). [21]).

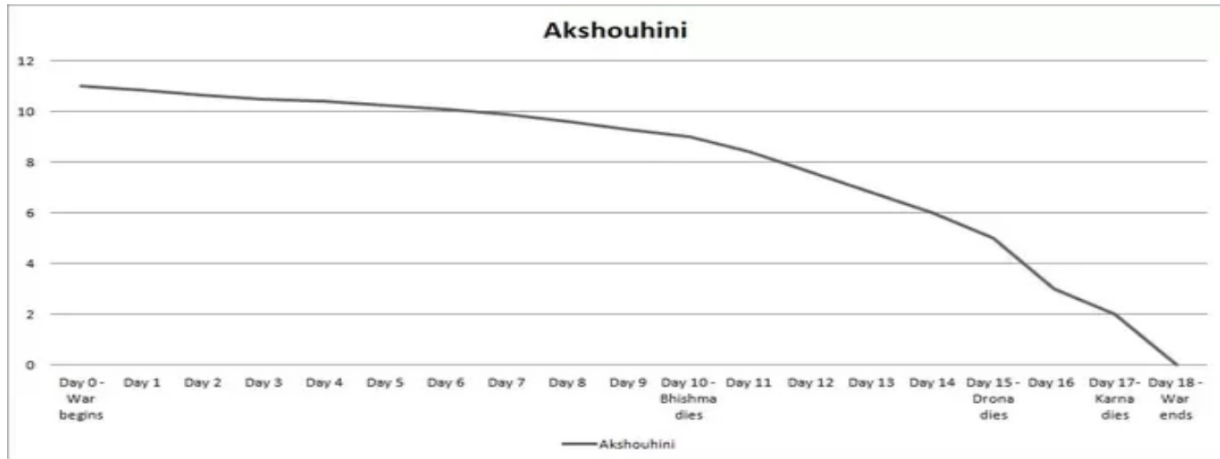


Fig 3: Block Diagram of Akshouhini: Source: T. M. Gautham, (2017). www.quora.com

Findings 4: Commander-in-Chief doesn't get Full Freedom

Just like a few Governments, Duryodhan never let any of his commander-in-chiefs completely independent. He influenced all his chiefs. So, they couldn't deliver the best. Even Duryodhan accuses Bhishma of not being sincere in the war at the end of the 8th day. In Pandavas' case, although Drishtadyumna was the chief, he was only a figurehead. Krishna took care of the strategies completely. Neither Dhristadhyumna nor Yudhishtra tried to influence Krishna. They took Krishna's words as final.

Findings 5: Duryodhan Misjudged Pandavas

Duryodhan totally miscalculated the power of Pandavas. Check Duryodhan's words in the First Chapter of Gita at the very beginning of the war. *Duryodhan says*: The power of our army is infinite and we are safely marshalled by **Grandsire Bheeshma**, while the power of the Pandava army, **carefully marshalled by Bheem**, is limited (Chapter 1, Verse 10 – Bhagavad Gita, [22]). In the first part of the above sentence, Duryodhan says that the Kaurava army was protected by Bhishma. Yes, that was true, because Bhishma was the proclaimed commander-in-chief and also, he was the most destructive warrior in their camp. So, this makes sense. But, look at the second half. It reads the Pandava army was protected by Bheema. It would have made sense if Duryodhan had said that the Pandava army was protected by Dhristadhyumna or Krishna. Since Dhristadhyumna was the Commander-in-chief Krishna was the strategist and he's the Paramathma himself. But Duryodhan, who was obsessed with his Arch-Rival Bheema, mentions that Bheema was protecting the camp. How misjudged that was. How could Duryodhan forget Krishna was the guy to note. The force of the strife demands, the force he owns, the force of foes, and the force of friends; should be weighed to the war he goes - (Thirukkural [23]). Another proof of the Kauravas army's foolishness is that Jayadrath wasted his 'one-day invincibility power' just to kill the youngest Abhimanyu. These are some practical reasons why Kauravas lost the war. Pandavas also had flaws from their side, but cumulatively, Pandavas' side acted more pro-actively (Domberg, A. et al, (2021). [24]).

7.3 Epilogues to Prove Team Effectiveness Model Stimulate Collaboration & Competition: (Hackman's Model of Team Effectiveness) :

Below Table 10 sums up the Team Effectiveness Model to Stimulate Collaboration and Competition.

Table 10: Team Effectiveness Model Stimulates Collaboration & Competition		
Hypothesis	Factors Considered	Outcome
H ₀₃ :	<ul style="list-style-type: none"> Team Collaboration Team Competition 	The findings and analysis from the obtained data, we can personify that both Pandavas and Kauravas were having relations by: <ul style="list-style-type: none"> Hackman Model of Team Effectiveness

The conditions of a successful team effort were a compelling direction, an enabling team structure, a supportive organizational context, and expert team coaching. Dr. Hackman (2013). His model encompasses five factors as follows:

- 1. Being a Real Team:** Everybody has a well-defined role with a set of tasks to complete.
- 2. The Compelling Direction:** There will be a clear direction or specific end goal to work towards.
- 3. The Enabling Structure:** Workflows and processes encourage the team to achieve their goals.
- 4. The Supportive Context:** Tools, resources and training aid the team in reaching their goal.
- 5. Expert Coaching:** A coach or mentor accessibility when looked for would help the teams to perform more effectively.

Thus, the Hackman model is of utmost help to managers who desire to know how to structure their team in the best possible way and provide them with the tools they need to eventually be self-sustaining.

Thus, from the analysis, we can interpret that by having a compelling focus that everyone works towards which means setting goals that are clear, challenging, and of ample consequence to motivate team members to strive jointly & this has been witnessed by Pandavas in the Mahabharata War. The elements that required by the Pandavas to ensure that the team is a real team are: the members had a distributed task, the team boundaries were clearly stated who was inside or outside of the group, and the group membership was stable. This was not done and reflected in the Kauravas team (Beersma, B. et al, (2003). [25]).

8. CONCLUSION :

Thus, the present study attempts to trace & explore team collaboration & team competition characters from the Mahabharata War, to examine the reasons why Kauravas lost the Mahabharata War & to evaluate which team effectiveness model is understood best for collaboration & competition (Thaker, K. (2011). [26]). The study was undertaken which is based on secondary proof. With these three epilogues proven we can say there was a significant relationship observed between team collaboration & team competition characters from the Mahabharata War (Pandavas vs. Kauravas). The Kauravas has lost the great Mahabharata war despite having the best-in-class warriors and a greater army because of numerous reasons (Vugt, M. V. et al, (2007). [27]). One of the main reasons was the lack of unity among the Kauravas. They were divided in their approach to the war and this led to a lack of cohesion in their strategy. Additionally, the Kauravas were fighting for a cause that was unjust and immoral, while the Pandavas were fighting for what was right and just. This also played a role in the outcome of the war. Furthermore, the Pandavas had the support of powerful allies such as Lord Krishna, who was not only a great warrior but also a wise counsellor, and this helped them to gain an upper hand in the war (Qin, Z. et al, (1995) [28]). Thus, it can be said that a combination of factors led to the Kauravas' defeat in the Mahabharata war. The researchers identified that the Hackman model will be most beneficial to managers who want to know how best they can structure their team & give them the tools needed to eventually be a self-sustaining team effectiveness model for collaboration & competition.

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