CHAPTER II
SCOPE AND METHODOLOGY

2.1 Objective of the Study

The main objective of this research study is to identify, understand, analyse, classify, consolidate and present the management principles enshrined in the Vedas in the form of a comprehensive theory of Vedic management.

2.2 Scope of the Study

This study is oriented towards unravelling the management principles which lay hidden in the countless, timeless and authorless Vedic literature. The Vedas intrinsically deal with the subtle management principles, processes, concepts and practices.

The Vedic management principles have a broader perspective and scope as they apply to all situations, circumstances and environments wherein human interfaces are involved at the individual, family, societal and global levels cutting across caste, creed, colour, sex, religion or race. These are fundamental doctrines of the ultimate reality which have universal application without being barred by territorial frontiers or time restrictions or resource constraints.

The management principles as enunciated by the Vedas extend to all areas and facets of human interaction and endeavour. They encompass the entire range of human activities from birth to death and thereafter as well. Thus individual and group
interfaces come within their purview. Many of them undeniably apply to Business organizations also.

The *Vedic* management principles have a holistic approach with a strong social orientation. The art of managing healthy relationships in different stages and circumstances with varied types of people within the family as well as with others in the external world is revealed by the *Vedas*.

The scope of this study is restricted to the four *Vedas* (i.e.) *Rk, Yajur, Sāman* and *Atharva* consisting of *Samhitās* and *Brāhmaṇas* including the associated *Āranyakas* and *Upaniṣads*.

### 2.3 Methodology

The Management principles and thoughts in the *Vedas* are not available at one place at a stretch as a treatise. These are found scattered here and there in small bits and pieces which are interspersed in the *Samhitās, Brāhmaṇas, Āranyakas* and *Upaniṣads*. The contexts in which these are to be seen are so varying. These could be found while explaining a particular sacrifice or when presenting a point of philosophy or while eulogising a deity or when performing a rite in a prescribed manner or during the course of meditation and so on. But if the underlying meaning has a management connotation to it, it is being considered as a *Vedic* management principle for the purpose of this study. As long as the *Vedic* statements carry some significance from a managerial parlance and perspective, these have been taken into account for the purpose of this study.
While dealing with a specific subject matter, if there are more than one viewpoint or focus or dimension or import or tenor, these have been presented in this study. In case of multiple Vedic statements having identical meaning, only one which is most appropriate in relation to the subject matter has been quoted in this study.

Every effort has been made to interpret the Vedic statements from a neutral standpoint and present the Vedic management principles in the proper perspective. Thus the focus of this research study is on the management concepts, thoughts and practices as enshrined in the Vedas which would naturally lend themselves into the design of a seamlessly integrated theory of Vedic management principles.

For interpreting the meaning of the Vedas, the authentic commentaries of great Indian authors like Yāska, Śāyana, Bhatta Bhāskara, Mahidhara and Dayānanda as well as those of leading Western luminaries like Max Muller, H.H.Wilson and R.T.H.Griffith, Mc Donnel, A.B.Keith and W.D. Whitney have been appropriately considered.

For the purpose of this study, the following commentaries by the Western Scholars have been extensively relied upon:

- R.T.H. Griffith for Rg Veda Samhita.\(^{79}\)
- R.T.H. Griffith for Sama Veda Samhita.\(^{80}\)

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• R.T.H. Griffith for śukla Yajur Veda Samhitā.\textsuperscript{81}
• A.B. Keith for Kṛṣṇa Yajur Veda Samhitā.\textsuperscript{82}
• W.D. Whitney for Atharva Veda Samhitā.\textsuperscript{83}

2.3.1 Scheme of Presentation

After identifying and analyzing the Vedic management principles, these are presented in a classified, consolidated and concise form lucidly in respect of each of the concepts covered in this study. The relevant Vedic statements have been quoted immediately thereunder so as to substantiate these summarized observations and to highlight the dimensions, magnitude, depth and importance of the subject matter covered through the voice of the Vedas.

Each Chapter of this study deals with one major dimension of the Vedic management principles. In the last Chapter, a summary of the findings of this study and conclusion are given.

2.4 Definition of Key terms

In order to have a proper understanding of this research study, it is necessary to explain the meanings and connotations of the key terms used.

For the purpose of this research study, the following key terms shall have the meanings as defined below:

2.4.1 Vedas

The term “Vedas” refers to the four Vedas constituting the Samhitās, Brāhmaṇas, Āranyakas and Upaniṣads belonging to the Rg, Yajur, Sāman and Atharva Vedas.

2.4.2 Management

The term “management” means the art of leading, participating and facilitating the fulfillment of any task.

2.4.3 Principle

The term “principle” denotes a rule of action or a proposition or a code of conduct or a moral law or an ethical convention or a doctrine or a tenet or truth.

An index of select Vedic terms used in the study together with their meanings is given in Appendix I.

The details of the abbreviations for the footnotes are given in Appendix II.

The key to transliteration is furnished in Appendix III.
2.5 Significance of the Study

This study covers the entire gamut of the art of Vedic management in a holistic, cohesive and comprehensive manner from the individual, societal, cosmic and spiritual dimensions. In view of its clear-cut focus and broader perspective, it will be of significant interest to individuals, institutions, non-profit organizations as well as business enterprises. The management professionals, practitioners, trainers and students will find it extremely enlightening and useful. It will be of great interest to those interested in Vedic philosophy and literature. The Vedic management principles identified and analysed in this study have deep practical relevance and application to each one of them under varied circumstances and situations. This study, in essence, will be welcome by those who are desirous of knowing the art of living in a holistic manner through the voice of the Vedas.

2.6 Limitations of the Study

This study is limited and restricted to the four Vedas of Rg, Yajus, Sāman and Atharva. In view of the vastness of the Vedic literature constituting numerous Samhitās, Brāhmaṇas, Āranyakas and Upaniṣads, the researcher could present the study based on only those portions of the Vedas for which reliable and authentic commentaries are available. The understanding, interpretation and presentation of some complex Vedic statements pose certain difficulties. In view of the broader scope of this research study, the intricacies, dimensions and significance of the various Vedic terms and concepts have not been elaborately dealt with. There are overall space constraints in a formal thesis format of this nature curtailing the development of the Vedic management theory in an exhaustive manner.
Having presented an overview of the research study in terms of its objective, scope, methodology, terminology, significance and limitations, an outline of Vedic management is furnished in the next Chapter.