

Pragmatic Management Application in Ancient India: A Special Reference to “Asoka the Great” for the New World Order

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Abstract : The 21st-century management principles and practices have gone through a sea change in comparison to the 19th and 20th century. This new millennium looks for concerns of human beings and greater interests. All those management practices of European model and American model have started clearing up of the black spots of industrialization from the corporate governance and system practices. Japanese management practices have started delivering the value base management principles for the greater world with high level of quantification for quality improvisation by borrowing the concepts from the oriental principles and practices with revival and new coinage methods. As a matter of fact, the oriental practices of management principles with a human touch and greater social concern are the driving forces of change in modern management. Indian management practices, principles, doctrines, and arguments are in the storehouse of the history. It's the right time for a revival of the management practices for application in the modern methods and philosophy of management. India in its oriental texts has the treasury of knowledge wealth for rephrasing and moderation as per the disciplinary streams needs for the application. This, in fact, is one of the most advanced pragmatic philosophies for revival and reapplication for the benefits of the governance mechanisms of corporations and noncommercial corporations of the 21st century. Maurya phase of Indian history was the most pragmatic phase of 136 years of governance. Chanakya, the man, created the applied philosophy and the first empire. Asoka the Great, championed the application beyond the texts that defined the future trends and both Chanakya and Asoka made the history that the world remembers as the excellent governance. Management is being researched in this article from the Asokan governance mechanisms and applications of principles, that's the great management system for the greater world.

IndexTerms - Corporate Governance, Supply Chain Management, Revolutionary Change Management, Life Excellence Management, Corporate Benevolent Governance.

1. ASOKA- WINNING THE RACE STRATEGY: POWER AND CONTROL MECHANISMS

In the World of History, King Asoka is known for veteran dynamism of change. The drive for change or the revolution for change in any management order is fire. Managing change and surviving with a change of socio-political & economic order is not a difficult task rather impossible if reviewed the pages of the history. Few philosophers have been able to define and redefine time. Asoka is one among them, that's why the world conferred on him “the Great” title. Out of the great rulers of the world, Asoka is regarded as the top of the list by his contributions to society and mankind. Chandragupta Maurya, who founded the Mauryan dynasty and the first empire about 324 B.C.E., Asoka being the grandson inherited the empire about 268 B.C.E. after a four-years power struggle. Asoka extended the Maurya Empire further south of India by defeating many kingdoms including the arch-rival Kalinga. This empire was second in the history of the world, after the Mongol Empire. The Mauryan Empire was a political unit of a new order of magnitude in India, the first of its kind, for example, in which there were speakers of Indo – Aryan languages (derivatives of Sanskrit language) so far apart that their dialects must have been mutually incomprehensible. Asoka ruled almost 30 years (268 – 239 B.C.E.) on the Indian subcontinent with towering achievements. A mighty military system with excellent supply chain management he maintained the successful empire structure.

Asoka at the age of eighteen was appointed as the viceroy of Avnti Rashtra with its capital Ujjayini. When Bindusara died in 272 B.C.E. Asoka captured the throne with the help of ministers headed by Khallataka or Radhagupta. That led to a war of succession for the throne of the empire between Susima and Asoka. Susima was helped by his 98 brothers except for Tishya. Asoka defeated his brothers and occupied the throne, that's why he was titled as Chandasoka. Contest for the throne delayed his coronation for four years after the death of Bindusara. There is no independent historical evidence for such a struggle and bloodshed

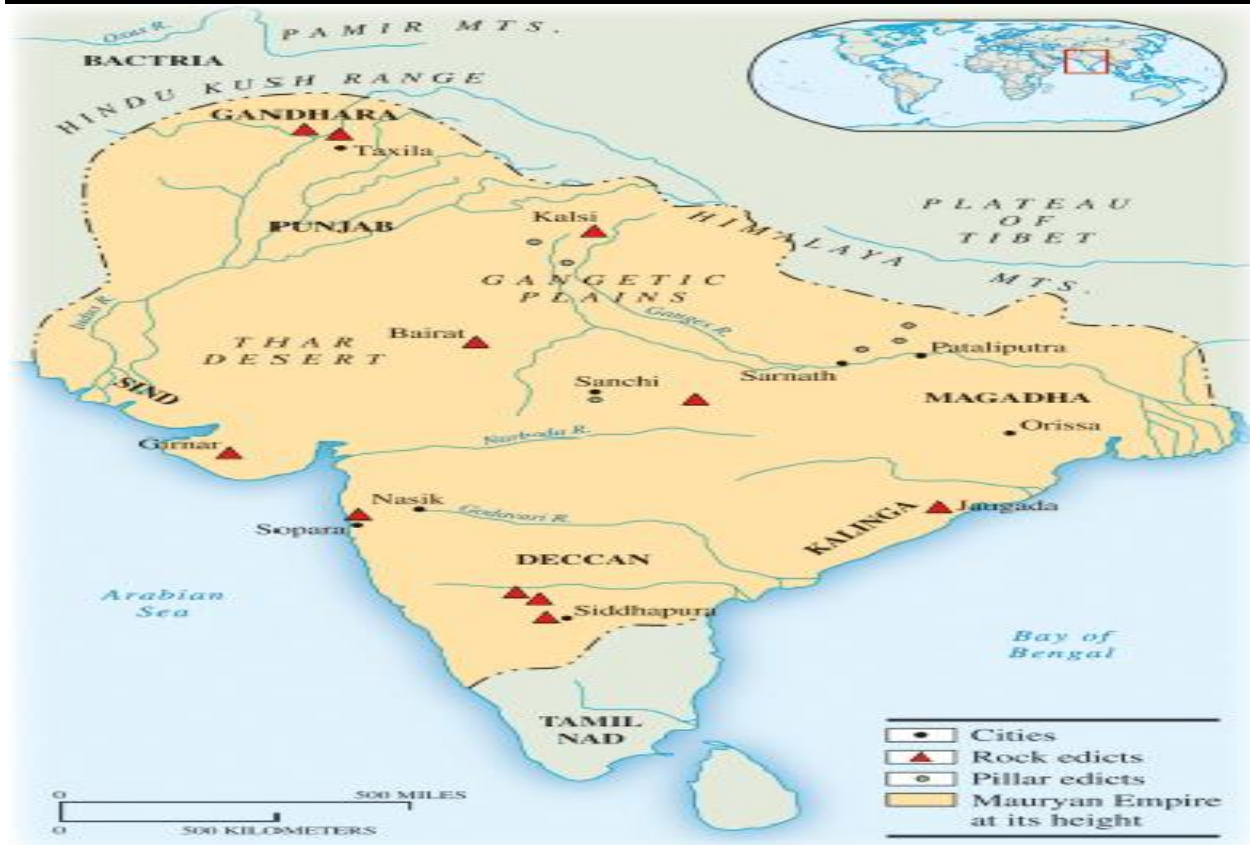
except some literature of the nearby period. During the first thirteen years of his reign, he carried out a traditional policy of expiring expansion within India and friendly relations with foreign powers. He was aggressive at home and passive abroad. The last battle he fought was Kalinga war on the thirteenth year of his reign as per his rock edict XIII, i.e., B.C.E. 261, with the Kalinga war his era of military conquest or Digvijaya was over and the era of spiritual conquest or Dharm Vijay was about to begin. Kalinga war opened a new epoch in the history of India. As an emperor, he was able to balance such an opposite change in the management of the empire. As an able ruler, he was great in managing control over all the parts of the empire. Many historians argue in favor of his foresight and knowledge. Management scholars of Indian management system very well see the knowledge management excellence of Asoka the Great. As per some historical shreds of evidence Asoka was trained to be a Minister of the Mauryan Empire with adequate master level qualifications for the purpose. His management excellence reflects his knowledge in geography, economics, philosophy and military science in the empire management.

2. EMPIRE GOVERNANCE THROUGH ZERO - FAILURE ALTERNATIVE MECHANISM

The world has experienced the dynamic management characteristics of the Mauryan Empire, Chanakyas strategies, the scholastic contribution of the prominent scholars of ancient India especially that of the Maurya period, Asoka and his conquests of wars and annexations. Asoka had a distinct advantage out of the prominent Mauryan rulers as management scholars see through. Asoka used the doctrines of Chanakya to the end limits and experimented with his prescribed theories to win success and he did it. Some of the Chanakya's doctrines none of the Mauryan Emperors dared to attempt before Asoka, which Asoka used to its end limit.

2.1. Garrisoned Strategic Townships

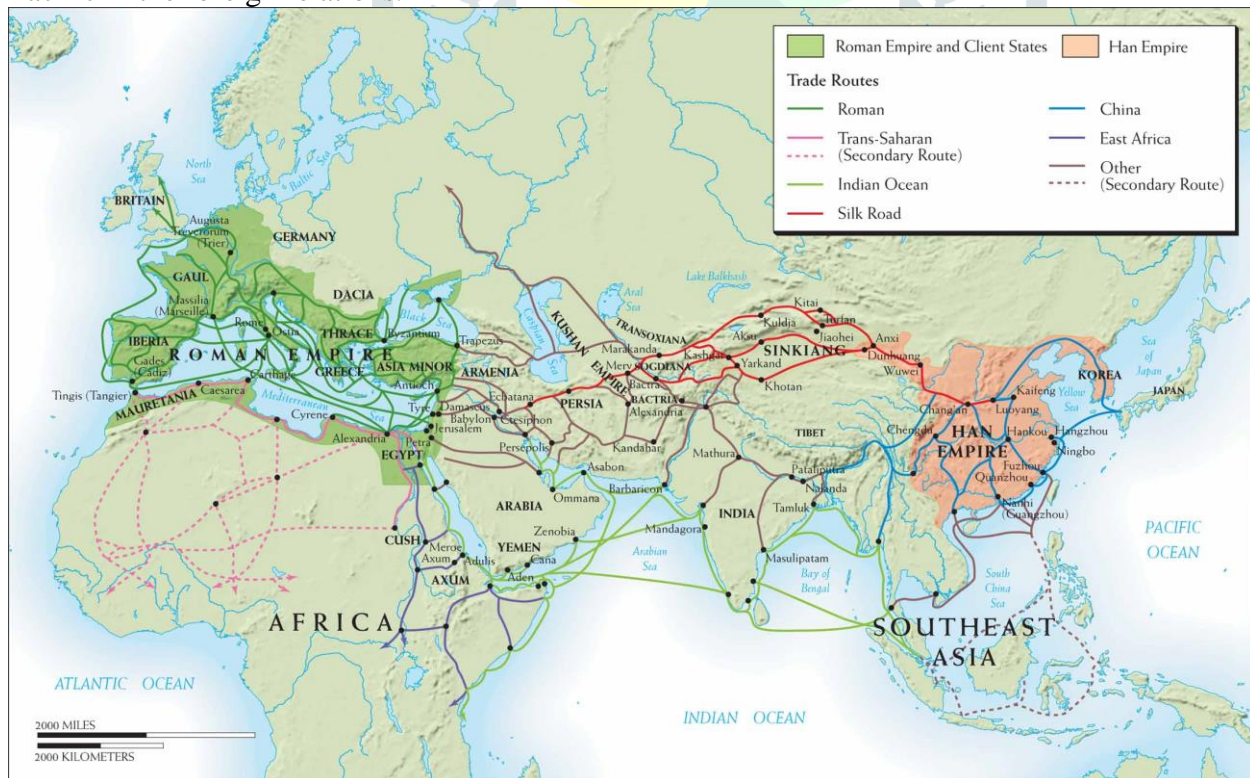
Maurya Empire during the reign of Asoka was a full proof through garrisoned strategic townships. Frontiers were chosen with geopolitical strategies with adequate communication links or roads, ports, river ports, and large human settlements. Every strategic location to check foreign invasion was garrisoned with military forces, such townships were backed by human settlements to support the army needs by agrarian and metallurgical productions. In the time of need during the war, the agrarian community was trained for police, paramilitary, and army services. Provinces were equipped to support the army camps in materials and manpower. Banking on Mandala theory each province were well equipped to extend immediate support to military stations in the time of war and emergencies. Federalist character of provinces with unitary empire system were the military hegemony strategies for the protection of the frontier Himalayan and mountain range passes in the North, North-West and North-East parts of the empire. Strategic locations in the mainland of the empire were developed with military hubs through navigation and roadways connectivity for the efficient movement of the army for support of any battlefield and war locations. Every military station was backed by civilian settlements and skilled community for self-sustainability of the garrisoned towns. Army townships were also in-charge of trade ports and trade town's protection, security and policing. Geopolitical army stations were permanent in nature with activity supports by civilian settlements, agrarian community and industrial villages, trade towns, and province capitals. Army intelligence, highway patrolling were the activities of large army camps garrisoned towns. Navy was a part of the Asokan military system to protect the coastal territory and maritime traders' ships and properties. Routine transfers of army officials and regular inspections were keeping the army with wartime readiness.



India under Mauryan Rule of Asoka B.C.E. 250

2.2 Confederacy Governing Mechanisms & Successful Management

The political character of the empire was federal with the unitary approach. Many kingdoms were also part of the Confederacy for greater strengths and security. Foreign kingdoms like Ceylon (island), hinterland Himalayan kingdom like Tibet, Nepal, Burmese forest kingdoms, South Indian kingdoms Cholas, Pandyas, Keralaputras, and Satyaputras were independent but parts of the Confederacy of Asokan Empire. Asoka was Pacific in the foreign relations.



Sea Trade Routes and Connectivity of India with Ancient Western & Eastern Centers

Confederacy was designed by Chanakya for the Mauryan Empire for long term delivery of good and effective governance. Chandragupta and Bindusara had established the Chanakya’s model of the Confederacy and Asoka added the extra life by establishing garrisoned towns. Asoka had a movable army of huge size under his command. Asoka was aggressive at home and was able to crush and suppress any

revolution against the empire. Confederacy used to command an army of twenty-two Lakhs, more than two Lakhs of cavalry, more than twenty thousand elephants and nearly twenty thousand camel army and navy were of nearly two Lakhs soldiers as per some estimation. These military strengths were supported by more than the army size service personnel, who were equipped to join the army at the time of need. The army was under regular and routine mobility to gain expertise in geopolitical strategic warfare. With good agrarian and industrial production in the empire with high volume international trade in the forms of exports were contributing for high per-capita income and national income. Provinces of confederacy had a uniform revenue sharing by a unitary mechanism controlled at the center in Pataliputra. Regulatory provisions including taxation structure were controlled by the center, that's how the governing system was in the order.

2.3. High Traffic and High Trade Routes – Effective Management

During the reign of Asoka, many trade towns of the empire were at the peak of trade activities and links were large with the international market. Cities had an international reputation with specialized trade and manufacturing activities. The famous cities like Saravasti, Varanasi, Champa, Rajagriha, Ujjayin, Kosmabi, Kusinara, Saket, etc. grew around marketplaces and attracted artisans from far and near with the allurements of easy availability of raw materials and an easy market for the disposal of their products. With the consolidation disposal of markets, cities multiplied in number and became the storehouse of wealth. These cities (Kubernagari) were so much coveted and prized by the adventuring spirits that they became the capitals of new states. Archeological data shows that many townships were built according to a certain plan. Sea trade and maritime trade were linked to different destinations outside India like Ceylon, Java, Borneo, Angkor, Aden, Kisanmyu, Kilwa, Sofala, Siam, etc. covering South Asia, Africa, and Middle East countries. Ships of Kalinga were dominating the Bay of Bengal and Ceylon destinations, Keralaputras and Pandyas were on high trades with Africa and Middle East Asia. Mauryas were in good trade links with all the independent kingdoms. More than 60 seaports were busy on the East and West coasts of India. River ports were used for transportation to different cities in the empire. Roadways were widely connected to every city in the empire. Mountain passes were used for international trade with China, Afghanistan, Iran, Iraq, Egypt, Greece and Rome. Maurya phase experienced huge commercial international traffic. Mauryan Empire was receiving huge Buddhist pilgrimage traffic. Muryan Empire was the custodian of the Buddhist relics and holy places. All the trade routes by sea and land were safeguarded by the empire officials and army. Sea trade routes and ports were guarded by the royal navy of the empire. Trade and commercial activities were large revenue generators for the empire.

2.4. Highway Mainland Roads – Trade and Logistics Management

Mauryan Empire was well known for its road connectivity inside the empire. National highways and trade highways were the roads of the wealth of the empire. Trade routes were marked by convenient stages and served as links up to the most distant parts of the country with one another. One trade route was from the Eastern part to the western part. This ran principally along the great rivers. From Champa, bats and river ships plied to Banaras. From Banaras, they led up the Ganges as far as Sahajati and up the Jumna as far as Kausambi, further west, the route led by land tracts to Sindhu. The second route was from the North to South-West. This route extended from Saravasti, the capital of Kosala, to Pratishtana on the Godavari and the stations lying on it in the reverse direction included Ujjayini, Vidisa, and Kausambi. The third route was from North to South-East. This route was engaged from Saravasti to Rajagriha and had a number of stations including Kapilavastu, Vaisali, Pataliputra, and Nalanda. The fourth trade route stretched along the land of the five rivers (Punjab) to the great highways of Central and Western Asia. There are references to merchants traveling from Kashmir and Gandhar to Videha, from Banaras to Ujjayini, from Magadh to Sauvira etc. A lot of wealth came from inland trade. The trading connections of Anathapindika of Saravasti extended to Rajagriha on the one side and Kasi on the other. Forest guards were hired by the merchants to protect the wealth from the robbers and forest tribes. Deserts were crossed at night with the help of land-pilots guiding the caravans by the stars. Some of the roads were called royal roads (Rajpath or Mahamagga). There are references to merchants traveling from Banaras to Baveru (Babylon). The Conquest of Kalinga by Asoka destroyed the only possible rival for the mastery of the Eastern trade. The Mauryan Empire maintained a special department for the construction of roads. At every ten stadia, the empire set up a pillar to show the bye-road & distance. The most famous road of that time was the Royal Road connecting the North – West frontier with Pataliputra and leading thence to the mouth of the Ganges. Roman writer Pliny in his work called “Natural History” discussed the distance and stages of this road. The state-controlled

foreign trade licenses were given to the merchants of sea trade and caravan trade. External trade was carried with Syria, Egypt, Greece, etc. in the west. Principal articles of export were spices, pearls, diamonds, sandalwood, ivory, cotton cloth, silk yarn, muslin, etc.

2.5 Industry and Production Control Management

Mauryan state exercised a rigid control overall trade and industry which yielded a profit. Prices of commodities were fixed and state intervened wherever there was a glut of any commodity. The superintendent of weights and measures enforced the standards of weights and measures. Markets were safeguarded against the fraudulent practices of the trading class. Ships were regulated in the river traffic and ferry charges were collected by the state. The state regulated the industry through its superintendents. The state was the biggest owner of the industry. Both the state servants and private traders dealt with the goods produced by the state. The Mauryan economy was the state monopoly of mining and metallurgy. It was a source of a great income. The state enjoyed an unrestricted monopoly in the trade of salt and rock salt mines. The silver mines were worked becomes clear from a large number of silver punch-marked coins assignable to the Mauryan period. There was a superintendent of iron and he looked after the manufacture of things from iron. The state-controlled prices and protect the public, customers, and consumers against unauthorized prices and fraudulent transactions. Severe punishment was given to those who were guilty of smuggling and adulteration of goods. Strikes by workers for an increase in salaries and wages were declared illegal because the state was monitoring adequate minimum wages system. Mauryan industrialization may be claimed as a primitive industry by modern management scholars. Production control system during the period of Asoka was at its excellent craftsmanship. Timber and woodwork in the structure building and shipbuilding was one of the primary large industries in the empire. Quality control processes were of higher standards, even those quality marketing systems can be compared with any industrial procedures in a modern period without robotics, automation, and computerization.

2.6. Strategic Alliance with Ceylon and Custodian of Buddhist and Hindu Holy Sites – Supreme Tact in Management

Strategic alliance theory propagated and practiced by Chanakya was championed by Asoka by maintaining the finest and friendly relations with Ceylon. Asoka as one of the wisest emperor of the world managed the aftermath effect of the Kalinga war through revolutionary change management i.e., war widows remarriage and resettlement in Ceylon. He literally converted Ceylon as a Buddhist state. Asoka always expected an arm revolution or a silent war to bring to an end to the Mauryan dynasty after the Kalinga war. With his foresight, he maintained the extraordinarily friendly and family relations with Ceylon. Ceylon in fact parted with Mauryan family by allowing King Mahendra and Sanghamitra to spend their life in Ceylon. Third Buddhist council at Pataliputra was a landmark in his strategic management of a possible revolution. This in return, established Asoka as a democratic ruler and assured the army generals of no war after the Kalinga war. Third Buddhist council assured Asoka of a protégé status in Sri Lanka with power. Asoka himself adopted Buddhism in his personal life and turned as the custodian of Buddhist relics, holy places, and Hindu holy places. He maintained high satisfaction Buddhist and Hindu community in his region in and outside the empire. His status of Devanampiya or Piyadasi was a supreme management strategy of managing dissatisfaction and possible revolutions. A similar strategy was adopted by Akbar of Mughal dynasty in the medieval period, which also made him Akbar the Great. Asoka had very strong strategic alliances with Cholas, Pandyas and Keralaputras in India and outside India with Greeks, Persian, Siam kingdoms too. None of the great emperors of the world had managed so successfully different religions in their empire in the world; this makes Asoka the Great with a great difference.

3. MILITARY ORGANIZATION MANAGEMENT – SECOND TO NONE

Asoka the Great in Military Management of the history was an enigma. He was an able general & efficient commander of war successes. Under his individual command, he uses to march across the empire with fighting forces of 6 Lakhs infantry, 30 thousand cavalries, 9 thousand elephants, 20 thousand camel fighters and 2 Lakhs army support service staff. The Mauryan army consisted of four limbs viz., the infantry, the cavalry, the elephants, and chariots having mobility across the empire. North – Western mountain forces were maintained to safeguard the mountain passes and trade routes. Navy was deployed in the ports, seaports & maritime coastal trade routes. In addition to this, the army was having compliments of laborers, transport workers, scouts & sappers & miners. The ambulance corps with doctors carrying their medicines

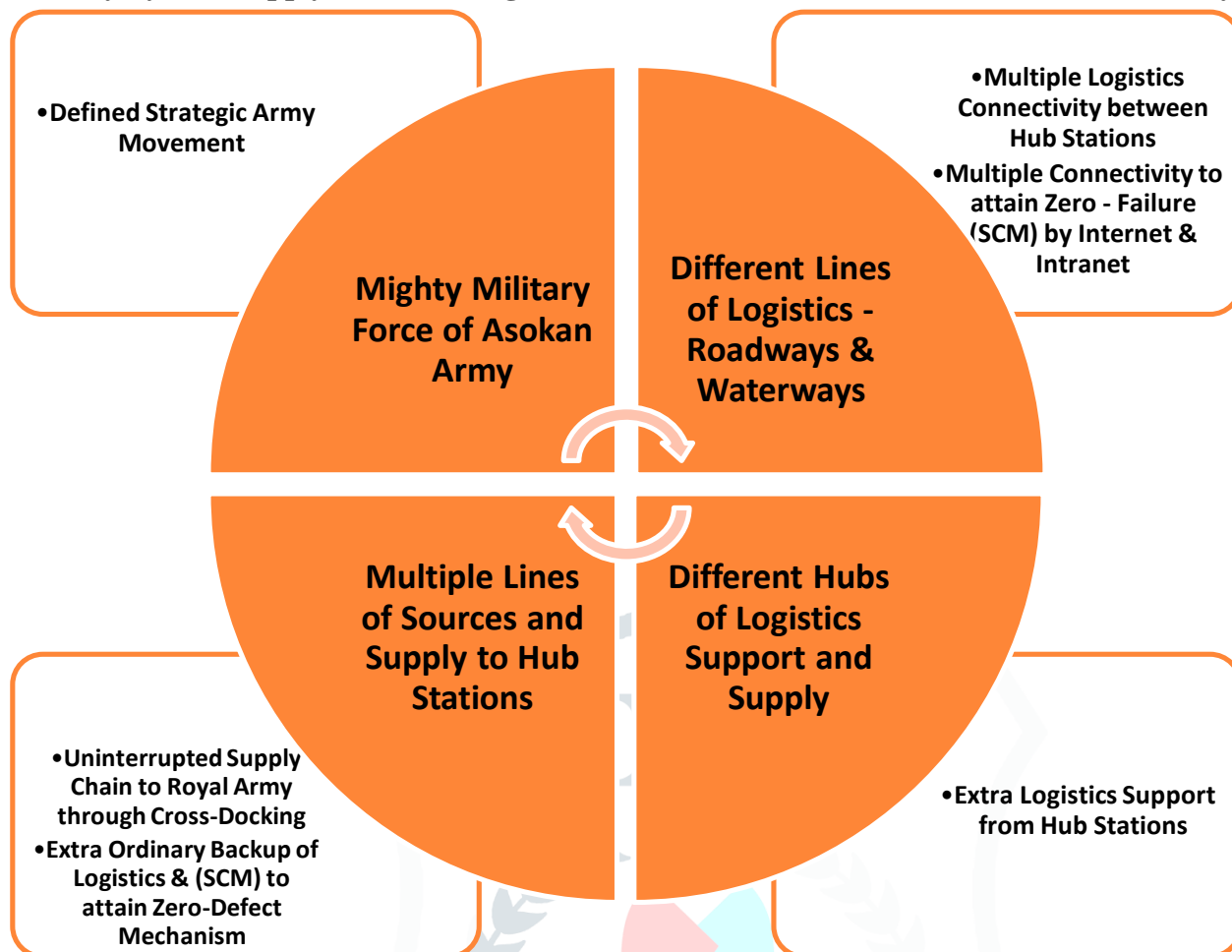
& surgeons their instruments helped by bands of nurses carrying balms & bandages is also referred in the texts of contemporary Maurya period.

Asoka maintained a large efficient and well equipped army which was composed of six sections those were, the hereditary army which was most loyal, reliable and composed mainly of the fighting classes, the hired army consisting of mercenaries who were recruited from various countries, the army formed of corporations of people (Sreni) or Guild of Levies consisting of soldiers provided by trade and craft guilds for short expeditions, the army of the king's friend (Mitra), the army belonging to an enemy (Amitra), obviously deserters and the army composed of wild tribes (Atavi Balanam) whose business was to distract or detain the enemy. There were details regarding the procedures of deployment of different kinds of the army in the Mauryan battles of Asoka.

The military administration of the army was looked after by the war office comprising of thirty members who were divided into six divisions of five members each. The first division was in charge of the navy, coast guards, river route guards, and high sea naval forces. The second division was concerned with transport, commissariat and army services including the provision of drummers, grooms and mechanics, and grass cutters. The third division was to deal with the infantry. The fourth division was concerned with cavalry. The fifth division was in-charge of elephants. The Asokan army had four arms (Chaturangi Sena). The addition of coordinate supply and Admiralty of departments appears to be an innovation due to the genius of Asoka. The army had a separate espionage system which was intended for military intelligence.

Asokan army had a very efficient and specialized supply chain management and logistics system. Movement of the army was cleared by the pilot service and parallel back up of the navy through rover ways and maritime system. The army was supplied with food, accommodations, cloth, tenting equipment, and special carpenters and metal workers through the navy. Navy was involved in maintaining logistics. Army movements were supported with by garrisoned towns and army stations. Different army stations were available to increase the army strengths by double. In the time of war emergencies, army support service staffs were well equipped to join the army immediately. The concept of a paramilitary force system was another innovation of Asoka's military organization management. Professors of military strategy and warfare, diplomacy, politics and policy matters were the parts of the army in a think tank. Think tank of Asoka's Mauryan army was highly effective in crucial war decision makings. The available and unavailable sources of information justifies the cross-docking system of Asoka's military system.

The army was constituted mostly by the Kshatriyas community. To say the army was in the hands of the Kshatriyas. Meghasthenes writes "The fifth class, among Indians, consists of the warriors who were second in point of numbers to the herdsmen, but had a life of supreme freedom and enjoyment during the reign of Chandragupta Maurya. They had only military duties to perform. Asokan period witnessed high involvement of the army in structured duties and responsibilities. The army was widely used in policing and patrolling duties of the infrastructure and trade activities of the empire. Army jobs were lucrative and honorable during Asoka's reign. Asoka had meticulously structured the army functioning. Comparatively, Asoka had a superior military organization than that of the Greeks, Romans etc. who maintained huge and large armies. The military strength of Asoka's army was larger than any great emperors of the world starting from Alexander to Napoleon the Great. Asoka's army was governed by a stringent moral code of conduct and regulations to deliver high ethical values. It's logically argued that the army compelled Asoka to end his war policy after the Kalinga war. Some military scholars argue that Asoka was made as a democratic ruler after the Kalinga war by the army of his empire. As Asoka is known for his great military management skills, his army is also known for high ethical value mechanisms delivery. Many strong views support the argument that Asokan army delivered the high moral value by conducting the mass war widows remarriage of one hundred fifty thousand numbers and their resettlement in Tamraparni (Sri Lanka). Army supported Asoka in the social system change and made Asoka successful in his drive for Dharmasoka which ultimately made Asoka the Great. Such a great constructive role in army history has never repeated in this world in the last 2250 years after Asoka's reign.

Military System Supply Chain Management (Zero-Failure & Zero-Defect) of Asokan Army

Source: *Research Model Designed by Self Conceptualization (2012)*

4. MANAGEMENT OF FINANCE, AGRICULTURE, JUDICIARY, WELFARE STATE & SOCIAL ORDER BY ASOKA THE GREAT

Corporate Governance and Corporate Good Governance is comparatively a modern concept with its impacts and forces on companies from the 1980s and onward. Mauryan Empire had established corporate good governance in the period of Chandragupta Maurya and Asoka enhanced this to the level of corporate excellent governance. Such concepts were utopian as was proposed by Greek Philosophers, whereas Chanakya had conceptualized it as practical and the adoption was carried forward by Chandragupta to Bindusara and Asoka further. Asoka's son King Mahida (Mahendra) took it to the level which can be called as Corporate Benevolence Governance (C.B.G.) perhaps, it will not be wrong to claim that no one has achieved till 21st century. Asoka can be regarded as the champion follower of Chanakya, who applied good governance management beyond expectations. That's how the great ruler who devised excellent management practices for the greater world. Empire or the state used to act as a corporation in the Asokan reign. Employee numbers of the Maurya Empire were exceeding forty Lakhs. Huge infrastructure, maintenance, and safeguarding was the state responsibility. The state was managing many non-profit organizations and departments to achieve welfare state status.

4.1. Financial Management

Kautilya had designed the financial management system of the Mauryan Empire. Great emphasis was given on fiscal matters because the Mauryan state maintained a large army which had to be paid in cash. Mauryan Empire put emphasis not only on the collection of revenue but also on the management of finance. The government was very cautious so that the money collected was not embezzled by its officials. History is evident, many great empires of the world were destroyed by the corruption and manipulation practices by its officials. Chanakya in his doctrine has argued that as with fish moving in water it is impossible to know when they are drinking water, so it is impossible to know when they take money for themselves. Asoka had revenue intelligence and vigilance department to restrict financial corruption. Primary sources of income for the state were land revenue. The royal share of the produce of the soil called the Bhaga generally amounted

to one-sixth, but it differed also and ranged from one fourth to one eighth. It was based on the land used by each individual cultivator, not in the village as a whole, and also in accordance with the quality and fertility of the land. Such a scientific land revenue policy was used until the Gupta period in Indian history. After that, the British government used such a land revenue policy in India with structured taxation system. There were various other sources of income of the state. The state was engaged in huge livestock trading internationally, shepherds and livestock breeders were taxed on the number of the produce of the animals. The empire charged toll tax and trade tax on the articles sold. There were other taxes like forest tax, tax on intoxicants, mine tax, fish tax, irrigation tax, license tax etc. the state managed and owned vast estates and forests. Empire had a monopoly of mines and traded on mineral products. The empire had its own factories managed through cooperative management of all sorts of articles. Manufacturing of cotton and silk cloths were high revenue generating products due to too very large export trade. Silk yarn and silk cloth was a very high priced and profitable article during Asoka's period. The mountain trade passes were named in the geography as "Silk Route" due to the export of silk from India to other countries. Trade by waterways was controlled by the empire. River and seaports were owned by the state and state were investing in construction, maintenance, and safeguarding of the ports. The state was directly participating in the organization and development of agriculture, industry, and trade. State enterprises were provided with additional income. During Asoka's reign state was earning huge revenue and profit from industry and trade at domestic and international fronts. State treasury had provisions and reserves of funds for the purpose of different contingencies and emergencies like natural calamities, disaster, and famines. Cash reserves were maintained for wartime situations and for the purpose of war. A separate provision of cash reserves was maintained for any kind of extraordinary disasters. Welfare state functions like infrastructure development, education, public health and charity to the needy people were parts of the book of account. Such scientific financial management of Asoka was few steps ahead of Chanakya's financial management provisions. Maurya period was marked by administrative change and innovations. Within this period, Asoka's reign saw an important shift in the priorities of governance.

4.2. Agriculture Productivity and Infrastructure Management

Excellent management procedures were followed during the ruling of the Asoka in the Maurya period. The lifeline of the empire being agriculture, it was the responsibility of the state was to undertake the irrigation projects and also to construct and maintain public highways. Large river ports were constructed and maintained by the empire governance. Large numbers of river canals projects were undertaken and maintained in the empire. Monsoon dependence was shifted to round the year agriculture activities by three and four types of cropping patterns per year. Agriculture products were large parts of inland trade practices. Agrarian produce commodities prices were controlled by the state to ensure a substantial profit to the producers, that's how large agricultural villages were set up on the river banks. Grass route economy being agriculture in the empire, several departments were engaged to assure higher productivity and good economic conditions of the farmers. To maintain the public economics balance state was taking care of the agricultural commodities transportation to distant marketplaces and ports. Megasthenes has described the highway which ran from the North-West to Pataliputra and beyond towards East, it was 1150 miles and quite wide. Trees were planted on the roadsides and milestones and direction posts were erected along that road. Arrangements were made for its proper maintenance. A governor of the empire was responsible for building a dam across a river near Girnar in Western India. State bureaucracy had twenty-six departmental superintendents to monitor the functional activities. Universities, Gurukuls, and colleges of education were part of state infrastructure development. Urbanization was very high in the Mauryan Empire. The fortified capital was a prime element of the state was to protect the urban settlements. There seems to have four provinces in the empire under governors to look after administration and development activities – a Southern one with its center at Suvarnagiri, a Northern with its headquarters at Taxila, a Western one with its headquarters at Ujjayini and Eastern one with its center at Toshali. Pataliputra was the biggest city in the empire; even its size was larger than the Rome. The state took general care of the health of the people. Hospitals were built and maintained not only for human beings but also for animals and birds. There was a separate department for the public census. A record of births and deaths were kept at every place.

4.3. Judiciary and Welfare State Management

Mauryan state was very particular about delivering impartial justice. Recognized courts for the administration of justice were available throughout the Empire. The highest court of appeal was the King in the Council and not the King alone. There were two types of courts – Dharmasthiya courts or Civil Courts to

decide cases relating to contracts, agreements, gifts, sales, marriages, inheritances, boundary disputes etc. and Kanakasodhana courts or Criminal Courts to decide cases of thefts, robbery, murder, sex offenses etc. The Supreme Court was at the capital Pataliputra presides over by the King or the chief justice. Villages were having popular courts consisting of village elders and representatives to try minor cases. The Maurya penal code was very severe. It used to order for torture, trial by ordeal, mutilations of limbs etc. Jails were under the management of the department of justice. Pardoning criminals and reduction of penalties and punishments were in the hands of Asoka. As per the justice and order system, the royal family members even the emperor's family members were tried by the courts of justice and penalized. Asoka's son Kunal was blinded by force as per the justice delivery mechanism, who also ruled Magadh as an emperor. Welfare state system was monitored by the legal system and judiciary was delivering prompt and quick justice. The state regarded itself as trustee of the people. It maintained a structured salary system of different skilled and unskilled laborers. The state had regulations to take care of the employee and the emperor interests. It protected the consumer by preventing the merchants from cornering commodities and raising their prices. Prices of articles were regulated in the interests of the general consumers. Fraud on customers was minimized by making the use of the standardized and stamped weights and measures compulsory. Adulterations of goods were minimized through severe punishments. Merchants were compensated for articles lost through any theft in transit. State recognized its responsibility to the destitute and diseased. Public hygiene was paid full attention by the state. Adequate measures were taken against epidemics. At the time of famine state was providing relief from state reserves and which was structurally provisioned in the state budget and adequate grains were stored in the state warehouses. The government looked after the moral welfare of the people by keeping gambling, drinking, and prostitution under strict control. All these large public welfare measures with negligible failures in delivery make Asokan management as "Corporate Excellent Governance". Asoka maintained an empire which was neither unitary nor federal in character.

4.4.Social Order Management of the Empire

Varna was the basis of the Mauryan social order and social organizations of the empire. The four Varnas became endogamous with their traditional rigidity. Brahminical system and Vedic way of life were dominating Mauryan social conditions. The society was divided into four categories of traditional status, Brahmanas, Kshatriyas, Vaisyas, and Sudras. Megasthenes refers to seven casts or classes functionally; Philosophers, Farmers, Soldiers, Herdsmen, Artisans, Magistrates, and Councilors. Eventually, he confused caste with occupations. There was the prevalence of mixed caste system in the Mauryan Empire. Marriage between the members of the same caste was preferred through intermarriage between different castes were prevalent. Remarriage was followed by the rules of the Dharmasatra. Marriage on contract and divorce was permitted. Women were educated. Participation in social and religious functions was the rights of the women. They were also employed as spies and bodyguards. However, those privileges were restricted only to the upper strata of society. The murder of a woman was regarded as equal to the murder of a Brahman. Ganikas or courtesans enjoyed a good social standing. There was a superintendent to look after prostitutes. Women were permitted to convert religion, Buddhism was accepting nuns also.

5. REVOLUTIONARY CHANGE MANAGEMENT AND KALINGA WAR – ESTABLISHMENT OF BENEVOLENT CORPORATE GOVERNANCE

Mauryan Empire achieved excellence in governance mechanism because the empire was not inherited; it was created by pragmatic philosophy of Chanakya which was strategically designed and drafted by the world's greatest strategist. The system and administration mechanism were followed without failures. Asoka being the grand disciple of Chanakya modified and upgraded many Chanakya's doctrines and strategies. Akhand Bharat doctrine of Chanakya was almost achieved by Asoka. Factorial improvements and experience of zero failures in wars in India was instigating factor of Asoka to conquer the neighboring state Kalinga (Modern Odisha). Chandragupta and Bindusara never attempted to invade Kalinga by violating Chanakya's philosophy of keeping democracy away from the monarchy in any form of conflict. Democracy speaks the language of the masses and comes from the heart of the masses. Democracy may not deliver the best in the public interest but guarantees that worst is never delivered. Kalinga was a crude republican democracy of that time and was delivering the best in governance and public wealth generation through trade, commerce, industry, and agriculture. Kalinga was dominating the Bay of Bengal and the Indian Ocean through its well-established trade links with Burma, Ceylon, Java, Sumatra, Borneo, Thailand, and other island countries. Many of the economic historians argue that Kalinga was the largest trade economy of India and used to dictate the commodity trading price to the Mauryan Empire. Per-capita income was to

somewhat four times higher than the Magadh. Public rich wealth and huge buying power of Kalinga was diverting the high priced commodities of the Mauryan Empire to go international through the trading community of Kalinga. At the same time, Kalinga was maintaining a large army of more than three Lakhs of soldiers to safeguard its territory and maritime trade routes. Mauryan Empire sea trades through Bay of Bengal in the East Asian countries were negligible. Kalinga had community and matrimonial alliances with Ceylon and a parallel economy was growing in Sri Lanka. In the matter of international relations, Kalinga was at a dictating position to the Mauryan Empire through any negotiations. With the advantage of the republican democratic structure, Kalinga was not in favor of territorial expansion. Chanakya as a strategist had well measured the political ambitions of Kalinga and never considered it a threat to Mauryan territorial expansion drive. In his doctrine Chanakya had explained the wealth as the greatest interest of any state, so far Kalinga's wealth generation mechanism is not disturbed it will never raise any conflict with Magadh. That's why the Mauryan Empire was conducting international trade with the East through Silk Trade Routes.

On the eighth year after coronation Asoka waged Kalinga war in B.C.E. 261. A detailed enumeration of this was gleaned from rock edict XIII found at Sahabazgarh in Pakistan near Pak-Afghan border. During Asoka's period, Magadh Empire had surrounded Kalinga in the north, west, and south. The existence of Kalinga on the border of Magadh was definitely a threat to the power and potentiality of the later. Asoka with a superior and mighty military force supported with a zero-failure supply chain management won the Kalinga war on the battleground near river Daya in the present Bhubaneswar. Rock edict XIII describes the horrors of Kalinga war. In this war, 150,000 thousand soldiers from the Kalinga side were taken as captives by Asoka, 1000,000 were slain and as many as that number (150,000 + 100,000 = 250,000) died of injuries and pestilence in the aftermath of the war. The war brought miseries not only to those who took to arms but also to a large number of a civil population including Brahmanas, Sarmanas, their relatives and friends. As believed the sanguinary Kalinga war changed Asoka's mind. Management scholars argue that Asoka gained the wealth of this war was that of more than the double of the total wealth of the Mauryan Empire. By the war economics, Kalinga war was the biggest financial war business for Asoka to gain out of victory. Asoka was a warrior, and to the extent, he has slain his 99 brothers for the throne of Magadh. Management research has a different view of the aftermath effects of Kalinga war. In the war, more than 450,000 people from the side of Kalinga died by the war at the same rate of war reverse effect Magadh had lost nothing less than 200,000 soldiers. Kalinga was maintaining a large elephant battalion to contest Magadh on any battlefield. Asoka almost used his total army strength to conquer Kalinga. War reactions estimations of Asoka failed to measure his own army and army commanders' reactions after the Kalinga war. Asokan army challenged the emperor to dethrone the Mauryan dynasty. Asoka reused Chanakya's principles to handle this revolution of his gallant army. As per some literary sources, Asoka asked for 22 days lead time to replace and repair the war casualties and damages. Chanakya's doctrine that a revolution can be diverted by another revolution, a change can be conquered by another change, a nail can be removed by another nail – Asoka used the doctrine to change the Mauryan army revolution by another revolutionary change management. Soldiers are society members, restructuring the social order can change the cause of their revolution. Asoka as a great scholar used Chanakya's theories for diverting his army revolution. The aftermath effects of Kalinga war are evident in the history with Asoka's policy changes to restore Mauryan dynasty back to its power and position. War victims were young and soldiers who left behind war widows and the family in grief. Asoka decided to change the war effect by changing the social order. Repairing and reversing the war damage possible through social system change. Asoka decided to be a democratic monarchy and declared himself as the Dharmasoka. After the Kalinga war, he converted to Buddhism by Upagupta, a Buddhist top order monk. Upagupta permitted for widow remarriages for greater social benefits. Asoka organized widow remarriage by converting the widows and agreed on youth to be Buddhist. He also declared Kalinga war as the last war of his conquests. The social system of Kalinga and Magadh rejected the appeal of Asoka for their resettlement in either of the kingdoms. such huge resettlement was agreed by the Ceylon on its land. Asoka deployed his son King Mahinda (Mahendra) and after some time his daughter Sanghamita to Ceylon with a plant of the holy tree for the spreading of Buddhism and representative head of the resettled families. In this connection, he brought some changes in the Mauryan penal code by eliminating the death penalty and royal pardon to convicts after conversion to Buddhism in selected cases. Mauryan dynasty adorned Buddhism after Kalinga war and Asoka declared himself as Devanampiya and Piyadasi – the servant of the God to take care of the subjects of the empire. The combined exercise of power and wisdom Asoka applied Chanakya's doctrines of diverting an arm revolution by bringing a revolutionary change movement in the society. Buddhism acted as the instrument to help Asoka for his Dhammavijay. Asoka declared to conduct the 3rd Buddhist Council in Pataliputra & invited the King of Ceylon (Tamrapani) Megaliputtatissa as the President of the third Buddhist Council. Asoka is regarded as

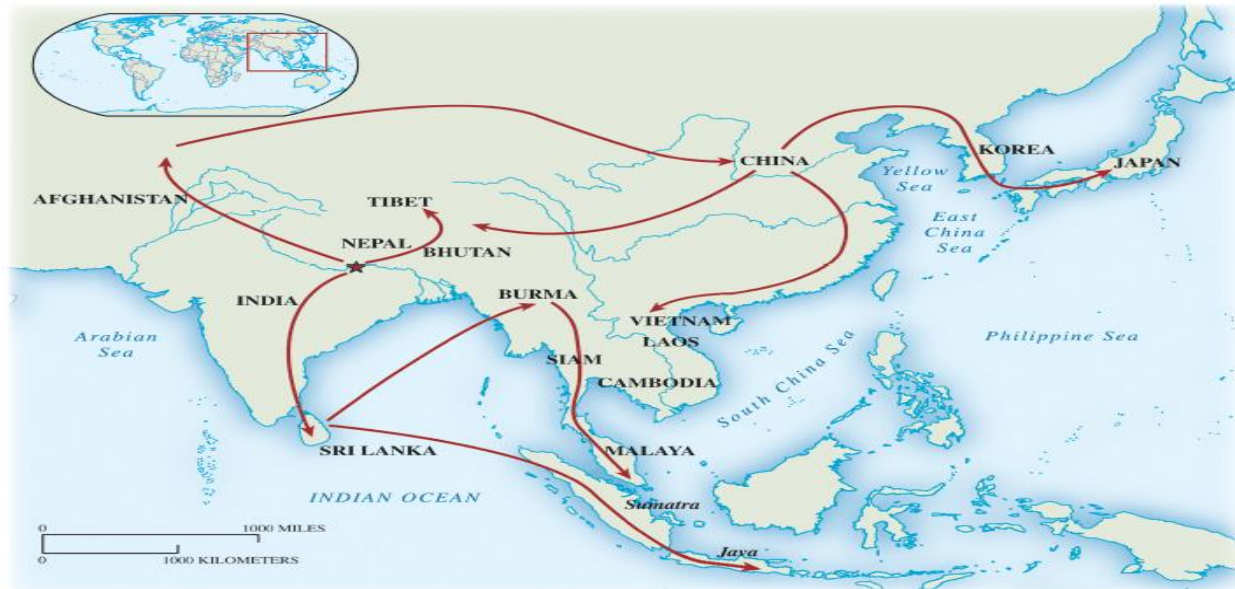
the only emperor of India who applied Chanakya's doctrines the most to its best. Revolutionary Change Management by Asoka paved his path to greater heights of Corporate Governance. From Corporate excellent governance, Devanpiya or Piyadasi Asoka moved towards "Benevolence Corporate Governance". This, in fact, was achieved by his by his son King Mahendra in Ceylon- the standing epitome is the temple of King Mahendra in Colombo, who excelled his father Asoka the great to the status of a God by the public through "Corporate Benevolence Governance".

6. MANAGEMENT OF LIFE EXCELLENCE – THE WORLD OF THE GREAT

The Mauryan period had witnessed and experienced the excellent management applications in the empire. The creation to the phase of the glory of the empire was designed by the veteran strategist Chanakya. Able generalship of Chandragupta and Bindusara established the vast and first empire by his expansion drive. Asoka added extra glory to the empire by his expansion drive and the last battle of Kalinga war. Asoka, in fact, the man who knows the most, Chanakya and his management doctrines and he had gone beyond in applying Chanakya's theories. Chanakya was a strategist and pragmatic philosopher; his views are not untrue that religion opiates people. Chanakya maintained a secular part in his theories and proposed to use superstitions in the benefit of the state and empire management. Asoka very well examined Chanakya's doctrine of revolutionary change management in which he had to take shelter in Buddhism. Soon after the Kalinga war, Asoka attempted to achieve "Management of Life Excellence"- all his patronage and governance modifications are vivid examples of it. Asoka added value, virtues and extraordinary goodwill to the management and corporate governance. Buddhist traditions consider Asoka as an exemplary king and Upasaka. He had a close connection with the Sangha and the leading monks of his time such as Upagupta. His generosity as a patron of the Sangha is reflected in many legends.

6.1.Third Buddhist Council – A Stepping Stone

In a comparative analysis, it can be claimed that Asoka attempted to bring out a new cult of philosophy and human values with highest of its order to the corporate governance. He identified the very high ethical values as suitable for incorporation to Maurya management system. Asoka's conversion to Buddhism was a sudden transformative event. The Pali Chronicles asserts that Asoka convened a great Buddhist council at Pataliputra, presided over by Mogaliputta Tissa, in order to purge the Sangha of certain unacceptable practices - which was accepted as the third Buddhist council. Asoka is supposed to have built 84,000 Stupas & Viharas. Prior to Pataliputra 3rd Buddhist council, two other Buddhist councils were held at Rajagriha and Vaishali. Soon after the Buddha's death at the 1st Buddhist Council in Rajagriha Upali, one of the chief disciples recited the Vinaya Pitaka or rules of the order. A second general council is said to have been held at Vaishali, one hundred years after Buddha's death. Numerous such differences appeared at the 3rd great council, held at Pataliputra under the patronage of Asoka, which resulted in the expulsion of many heretics and the establishments of the Sathviravada School as orthodox. At this council it is said that the last section was added to the Pali scriptures, the Kathavatthu of the Abhidhamma Pitaka, dealing with psychology and metaphysics. Asoka classified all the religions of his empire under five heads: The (Buddhist) Sangha, the Brahmanas, the Ajivikas, the Nirganthas (or Jainas), and other sects. He further declared that, while gave his chief patronage to the Buddhists, he honored and respected them all, and called on his subjects to do likewise.



The Spread of Buddhism in Asia, 400 B.C.E. – 600 C.E.

The Mahavamsa mentions a number of Buddhist missions dispatched by Asoka at the conclusion of the 3rd council – Himalayan region, Yona (in the North-West), Western Malwa, Varanasi, Maharrattha (Western Deccan), Suvarnabhumi (Thailand, Myanmar and South East Asia), Sri Lanka. Other records and cannons confirm that missions were sent to Greece, Babylon, Syria, Egypt, Arab, Afghanistan, Indonesia, and coastal China. Third Buddhist council strengthened Asoka's international relations and most favored nation status with Sri Lanka. Since Sri Lanka turned a Buddhist nation. That justifies Asoka's Dhammavijaya over Sri Lanka. Secondly, the removal and reduction of orthodox school influence on Buddhism provided Asoka an upper hand in the religious sect and community. Asoka's intentions of virtue induction for the common masses in Buddhism were fulfilled. Asoka received a change in the image of the emperor from the war veteran status to knowledge veteran. Widespread social acceptance of his Dhamma was possible by the preaching of a knowledge master. Third Buddhist council conveyed and established Asoka as a knowledge master internationally and also with his subjects. At the same time, the feel-good factor enhanced within his army, which may have brought a revolution to dethrone the Maurya dynasty during his lifetime. This council endorsed his preaching of virtue into the Mauryan administration. The retaliation by Kalinga in the near future was avoided. To keep Kalinga in goodwill he appointed a governor and a Dhamma monitor in Tosali of Kalinga. Sri Lanka was in a special status of the most favored nation (MNF) of Asoka with utmost care, financial grants, and developmental activities to pacify the anguish and anger of Kalinga, in which he succeeded for some time but Kalinga retaliated under the ruling of Kharavela after 104 years and annexed Magadha to its territory.

6.2.Dhamma – The Inclusion and Management of Life Excellence

Most of Asoka's inscriptions are about Dhamma (the Prakrit form of Dhamma). Pillar edict VI reveals that the practice of having inscriptions on Dhamma (Dhamma Lipi) inscribed in various parts of the empire began 12 (expired years) after his coronation. The theme of Ahimsa (non-injury) is an important aspect of Asoka's Dhamma and his frequently mentioned and emphasized in his rock edicts. It bans animal sacrifices and killing of animals. The good conduct and social responsibilities that were part of Dhamma were anchored to certain key relationships. The ceremony of Dhamma is described as consisting of proper courtesy to slaves and servants, respectful behavior to towards elders, restraint in one's dealings with all living beings, and liberally to Sharmanas and Brahmanas. Even Asoka declares the gift of Dhamma is best of all gifts. Pillar edict –II describes Dhamma as consisting of the least amount of sin, performing many virtuous deeds, compassion, liberality, truthfulness, and purity. The Asokan edict presents the king as exemplifying Dhamma in his ideas and actions. As the patriarch of his empire, Asoka projected himself as the proclaimer and teacher of Dhamma par excellence. One of the most remarkable innovative aspects of Asoka's idea of his own Dhamma and Dhamma of a king was his renunciation of warfare and his re-definition of righteous conquests, the Dhamma – Vijaya of Arthasastra. Asoka seems to have taken the Buddhist idea of Dharma – Vijaya one step further, with Dhamma missionaries replacing the king and his army. Dhamma- Vijay is described as the best kind of conquest, and the king claims to have achieved it over the Yavans, Kambojas, Nabhakas, Nabhapankits, Bhojas, Pitinikas, Andhras, Cholas and Pandyas. Outside the subcontinent, he claims to have attained Dhamma – Vijaya in the dominions of Antiochus II, Ptolemy II,

Philadelphus of Egypt, Megas of Cyrene (in North-Africa), Antigonus Gonatas of Macedonia, and Alexander of Epirus or Corinth. The XIII major rock edict ends with Asoka expressing the hope that his successors would not embark on any fresh conquest by arms, and if they could not avoid it, they should at least not be harsh to conquered people. Asoka created a special cadre of Dhamma-Mahamattas 13 years of his coronation to spread Dhamma within the kingdom and among the border people. Dhamma was an ideological tool used by Asoka to weld and consolidate his far-flung empire that focused on the relationship between the individual and society; however, it failed as a unifying strategy in the rulership of future emperors. Dhamma was one step further to Buddhism and was borrowing the principles of virtue from Hinduism. Dhamma had a holistic and welfare approach to empire management as was conceived, designed and strategized by Chanakya. Asoka attempted and to a great extent delivered his Dhamma principles.

As observed through management analytical techniques, Asoka's achievements were far superior and much ahead of time and period. Highest quality governance mechanism was adopted by Asoka and excellent governance was delivered to the empire i.e., Corporate Benevolence Governance (CBG). Life Excellence Management may not be utopian but ultimately demands an environment an environment at the global level, simply which was missing in his period. Asoka devised the principles of Dhamma without empirical strategies to control the malfunctioning. Achieving life excellence management under dynastic monarchical order is impossible for a long run. Chanakya always followed counter strategies and alternative strategies with legal enforcement for large corporate governance, which Asoka missed out. Asoka delivered life excellence management for the duration of two decades under his governorship of the empire. If Dhamma would have been followed for more than two hundred years in India, arguably it can be said that sufficient to eliminate any religion of that time. Dhamma application in its totality is beyond "Benevolent Corporate Governance" (BCG), perhaps, Dhamma was applied more in Sri Lanka than in India as history recognized King Mahinda's governance mechanisms and practices. Comparatively none of the Great rulers of the world history had ever attempted such a noble practice its true sense. The second Great ruler of India, Akbar the Great attempted a similar tact to unify the empire and to gain the confidence of the subjects through ruthless administration and governance mechanism. Asoka, in fact, a true secular ruler and practiced the life excellence to the height of virtues.

7. ASOKAN MANAGEMENT THEORIZATION

Achievements of three decades of Asoka can be theorized into different management concepts and systems. Contributions of his period are superior management theories of attainment, that needs revival management research for the stronghold of the Indian Management System (I.M.S.). as Indian management begins from the Pre-Vedic period until the end of the 11th century A.D., the Mauryan period has championed many theories system. Asoka had taken up many management theories to the height of its order. Eventually, Asoka was the only personality who experienced most of the doctrines of Chanakya. In the period before Christ the technology, environment, scientific developments etc., were nothing more than the primitive methods. It sounds very difficult to compare the modern management of 20th & 21st century with Mauryan period of Asoka. In comparative methods when the applications of dynamism are compared it astonishes that with limited resources and technology the Mauryan army had achieved Zero-Defect and Zero-Failure Supply Chain Management. International trade with more than 18 countries through sea route on wooden ships were frequent, more than 6000 K.M. long national highway was maintained, metallurgy and steel making was achieved – 2250 years old Asokan metal pillars are available rust free for our references, unbelievable scientific progression is available in the Mauryan texts, quality engineering and quality management were industrial production norms, disaster management preparedness and adequate financial planning and reserves of Mauryan period were even more advanced than many of the developed countries of the world today. HRM and Corporate Governance mechanism had excelled many steps ahead of the contemporary world in delivering corporate good governance, Corporate Excellent Governance & Corporate Benevolent Governance, what the present world has failed to deliver. In a broad spectrum of management theorization of Asokan phase, seven headlines are provided here with brief divisions of achievements and comparison with modern management of today's world. These are; (1) Military Management, (2) Public Administration & Corporate Governance, (3) Welfare System Management, (4) Agriculture, Industry & Trade Management System, (5) Efficient Financial Control & Treasury Management, (6) Human Resource Management & Development, (7) Corporate Governance Model etc.

(I) Military Management

- (a) Zero – Failure Supply Chain Management of the army
- (b) Zero – Defect army Supply Chain Management at war
- (c) Cross Docking Supply Chain Management at war

- (d) Contingency and Extra Ordinary requirements meeting supply chain management
- (e) Alternative strategies and alternative positioning system
- (f) Over flow and Super flow strategic arrangements for winning positioning system
- (g) Internetworking & Intranetworking of army supply chain management
- (h) Knowledge Management & Intellectual Capital Management of army and war time decision making

(II) Public Administration & Corporate Governance

- (a) Public – Private – Partnership in Agriculture, Industry, Trade & Commerce
- (b) Guilds and Banking System for trade and commerce finance
- (c) International trade to more than 18 countries
- (d) State trade and Industry support – Infrastructure support management, insurance coverage, commercial hub & ware-housing, roadways and waterways safeguarding & surveillance system
- (e) Trade facilities taxes for security, price control, weights & measures control, fraudulence and adulteration control, diplomatic envoys for healthy international trade facilities

(III) Welfare System Management

- (a) Provision of CSR – Corporate Social Responsibility – health care, education, old age care, social care
- (b) Corruption control and anti corruption vigilance mechanism
- (c) Natural disaster mitigation and preparedness
- (d) Natural calamities handling, shifting and demand management
- (e) Social courts, social justice & social policing

(IV) Agriculture, Industry & Trade Management System

- (a) Surplus agrarian production of 3 to 4 times more per year
- (b) Contingency agricultural products reserves
- (c) Domestic and international trade for Demand – Supply control
- (d) Fair pricing for adequate profitability
- (e) Cash cropping for national cooperative industry – international and domestic trade for market control
- (f) Agro-base industry for domestic and foreign markets
- (g) Life saving products for domestic markets
- (h) Mine base production and metallurgy for public life use equipment, military equipment and war-gears, luxury goods for domestic and international markets
- (i) Quality management of consumer goods, consumer durables & industrial goods
- (j) Technology management for industrial equipment, military equipment, transport equipment, consumer equipment, infrastructure equipment, etc.
- (k) Transportation and infrastructure system maintenance, management and upgradation of roadways and waterways

(V) Efficient Financial Control and Treasury Management

- (a) Scientific budgeting with provisions of reserves for disaster, famine, war recoveries
- (b) Currency circulation and defined salary systems for all services
- (c) Cross coordination between departments of administration and regulations
- (d) Adequate documentation for decision making, sourcing and referencing
- (e) Uniform and defined tax structure

(VI) Human Resource Management & Development

- (a) Public census and citizen identification for national policy making
- (b) Awards, rewards and promotion system in work
- (c) Defined wage and salary system with limited minimum wage system
- (d) Prompt and efficient civil, criminal and social court justice delivery system
- (e) Human capital retention and intellectual capital management system
- (f) Public institutions & universities of education & specialized skills training

(VII) Corporate Governance Model

- (a) Working Governance
- (b) Corporate Good Governance
- (c) Corporate Excellent Governance
- (d) Corporate Benevolent Governance
- (e) Management of Life Excellence

In the late 20th century and 21st century, in the world of management, Japanese theories and concepts are dominating the world of industry. Japanese management concepts are admired as the best applications in production, quality engineering, and management, quality control, cost minimization, value for money, continuous improvement, etc., by the world. These concepts are a revival of oriental management practices

of Samurai cult with new coins of modern management. Indian Management System (I.M.S.) has started gaining little attention in the 21st century for a revival of modern management applications. Mauryan phase especially Asokan period had achieved excellence in the application. The Mauryan period has a lot in its storehouse to offer dynamism to Modern Management in practice and application.

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