



**ORIGINAL RESEARCH PAPER**

**Marketing**

**ETHICS IN INTERNAL MARKETING: A CASE STUDY BASED UPON THE DIVINE COMMAND THEORY WITH SPECIAL REFERENCE TO SHAKUNI AND SHREE KRISHNA**

**KEY WORDS:** Internal Marketing, Shree Krishna, Shakuni, ethics, Divine Command Theory

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**ABSTRACT**

It is often said that there are two kinds of people who segments the society v.i.z politicians and marketers. This paper is an attempt to prove this assumption not to be fully correct in case of marketers and thereby integrate the two biggest religions of the world, Hinduism and Christianity through the thread of Internal Marketing. The paper is an analysis of the characters of the two Hindu legends Shakuni and Shree Krishna in alignment to the Divine Command theory using seven different cases that promote Internal Marketing. The characters are being analysed from the perspective of ethics. The methodology used is basically secondary in nature and analysis is being done using the content analysis method. The paper summarises the fact that Internal Marketing was an informal concept that was prevalent even during the time of the Mahabharata. It further adds that the followers of ethics are the ultimate leaders in Internal Marketing.

**1. INTRODUCTION:**

*1.1 Ethics in business:*

It is seen in today's business world that the numbers of wrong doings are at its zenith. Fraudulency, discrepancies, dishonesty, deception etc are common words that have become deep-rooted in the minds of the people in today's world. To get rid of such conceptions it is very necessary to develop an ethical behaviour.

Ethics means morality. It refers to the study of the principles of what is right and what is wrong. The words like right, fair, just, proper etc are the words that are often used in place of 'ethical.' On the contrary, the word wrong and its synonyms like unfair, unjust, improper etc are used in place of 'unethical.' In context to business, ethics means application of morality to the business. In other words, business ethics refers to the adaptation of fair and proper conduct in the various activities related to business. Business ethics though considered as a vague concept by some of the authors like Milton Friedman (Hooker, 2004), yet it forms an integral part of the business world. It is believed that for the long term sustenance of any organisation, it is very important to follow ethical principles in the business and related activities. Pranjali Bezborah, in his book titled 'Business Ethics' forwards his arguments in favour of business ethics as continuous adaptation of ethics in an organisation leads to high morale of the employees and also induces productivity. He further adds that that people have more trust upon companies that follow ethical principles.

*1.2 Religion as a source of business ethics:*

Out of the various sources of ethics like genetic inheritance of an individual, Philosophical system of a community, Legal system in a country, Codes of conduct of an organisation, etc one of the most significant source of ethics is Religion. Ron Berger and Ram Herstein in their article titled, 'The evolution of business ethics in India' forwarded the notion that there is always a relationship between religion and business ethics. Similarly, Bezborah (2011) stated that religion has been considered as a primary source for ethics which have a strong command over creation of values. He suggested that all religions have the same basic idea of ethics of doing well to mankind. For example, The Holy Bible forwards 'The Ten Commandments' as one of the earliest recorded codes of conduct (Bezborah, 2011). These commandments are considered as teachings from the God which advises us not to love self but to love mankind and do well to them so that the 'self' can prosper. Similarly, the teachings in the Shreemad Bhagawad Gita of Hinduism put forward the argument that all activities are to be done keeping in view the common good of mankind. The Vedas of Hinduism suggests that every creature on earth is a creation of God and it is our responsibility to love every being as kith and kin. The love should not be towards self but it should be towards souls (Radhakrishnan, 1914). There exist various such other examples of different religious teachings that have been accepted as ethical principles in different business organisations across the world. These ethical principles generally are an accumulation of the Codes of Ethics, Company Operating Policies and Company Codes

of an organisation.

*1.3 Internal marketing:*

The term Internal Marketing was first coined in the year 1970 and was later analysed by various authors from time to time. It refers to treating the employees of an organisation as customers and thereby satisfying their needs and wants through proper training and motivation strategies in order to achieve the company's goals and objectives. It generally aims at promoting the firm's products or product lines to its employees to develop a positive image in front of them. Ballantyne et al. (1995) mentioned that " Internal Marketing is considered to be the process of creating market conditions within the organization to ensure that internal customers' wants and needs are met." Though some authors like Gronroos (1990), Vary (2001) and Tsai (2008) debate it to be a subsidiary of Human Resource Management, yet it is considered that Internal Marketing is very essential in order to build a competitive advantage in the business world. The idea of Internal Marketing was first proposed with the intention to improve the quality of service delivery and with the development and boom in the service sector, the role of internal Marketing also increased. Drake (2005) suggested that the companies should make their employees love their brand which will mould and convince the customer to love it as well. As an addition, Vasconcelos (2007) argued that the external marketing strategies will only be successful if the internal marketing strategies are adequate. This can be done by developing relationships with the employees as customers and satisfying their needs and wants and in turn motivate them to deliver better performances. Internal marketing is mainly concerned with –

- a) Hiring
- b) Training and development
- c) Motivating able employees who want to serve customers well.

It believes in the opinion that only satisfied employees can satisfy customers and therefore it considers marketing within the company to be as much important as marketing outside the company.

*1.4 Divine Command theory:*

Divine Command Theory is a theory of ethics which is based on the theistic perspective. It is of the opinion that the ultimate morality lies in accepting God's commands. In simple words, the theory suggests that any act is said to be moral or immoral based on the opinion of God's acceptance or rejection it. It in-fact suggests that God is the ultimate source of morality. For example: God believes that truth triumphs, so always speak the truth. That is why, truth is considered as a moral activity.

This theory has been criticised from time to time by various philosophers like Plato, Kai Nielsen and J. L. Mackie. However, there also exists a group of defenders of this theory as well v.i.z. Thomas Aquinas, Robert Adams and Philip Quinn.

### 1.5 *A brief Profile of Shakuni:*

Shakuni is one of the central characters in the epic Mahabharata. He is considered as the supreme catalyst that triggered the war of Kurukshetra by moulding and motivating the Kauravas fight their cousins- the Pandavas. He was the maternal uncle of Duryodhana and was the one who was responsible behind triggering the lust for power in his mind and separate the Kuru Clan into two pieces v.i.z. Kauravas and the Pandavas. Shakuni was the prince of Gandhar (presently Kandahar, in Afghanistan). He was the youngest son among the hundred princes of King Subala. He also had a sister named Gandhari who was the wife of King Dhritarashtra (Father of Duryodhana).

It was actually a well planned strategy of Shakuni to destroy the entire Kuru clan because he sought vengeance. Shakuni was not at all happy when Bheesma brought the proposal of marriage of his blind son Dhritarashtra for Gandhari. Shakuni wished his sister to get married to Pandu, the able-bodied son of Bheesma because he knew that the entire kingdom of Hastinapur would ultimately go to the hands of Pandu as he was physically sound. But his wish was not fulfilled and she had to get married to Dhritarashtra. Gandhari, on the other hand, had some problem in her astrological chart which suggested that her first husband had the fate of death. It was therefore, she was first made married to a goat that was then sacrificed. So, strictly speaking she was a widow and technically Dhritarashtra was her second husband. Years later, when Dhritarashtra found the truth, his ego was hurt and thereby ordered to capture the kingdom of Gandhar and arrest King Subala and his sons and throw them into prison. Local stories and versions say that the prisoners were given only a fistful of rice to eat which was to be shared by the 101 persons. As they learnt that their death was approaching out of starvation, they decided not to share the food given to them but give it entirely to their youngest son, Shakuni so that he could survive and seek vengeance from the Kuru clan. After the death of his father and brother, he somehow won the trust of the Kauravas and freed himself from the prison. He made a pair of dice from the ashes of the bones of his father which he later used in the game of the dice to send the Pandavas on exile. Some stories also say that the pair of dice was made from the bones of his thighs (which made him limp) so that he could always remind himself of the atrocities of the Kauravas against his family. Whereas, some stories say that the pair of dice were only made of ivory and as Shakuni was an illusionist and sorcerer, he could create an image of the dice as he wanted and made the Kauravas win the game of dice through cheating. Shakuni was an ultimate game planner who actually played a very silent game to win the trust and confidence of the Kauravas and in secret dug the grave of their destruction. He was however not a coward who feared to show his real face to the Kauravas. He got many opportunities to return back to his kingdom but he resisted himself and promised not to step in Gandhar until his wish is fulfilled. However, he was killed by Sahadeva (the youngest Pandavas) in the battle of Kurukshetra in the last day of the war.

### 1.6 *A brief profile of Shree Krishna:*

Krishna is considered as the incarnation of Lord Vishnu. It is believed that when mother Earth was unable to bear the atrocities of the evil kings, she went to Lord Brahma-the creator of the universe for help. Brahma in turn requested Vishnu-the supreme God to look into the matter. Vishnu assured Brahma that he would soon take birth on earth as a human to annihilate the negative forces. One of such cruel king was Kamsa-the king of Mathura. On the day of his sister Devaki's marriage, he heard a celestial hearing stating that his death is to be caused by the hands of the eighth child of Devaki. The shocked Kamsa grabbed his sister by her hairs and was about to kill her when Vasudeva requested Kamsa to spare the life of his newly wedded wife and in turn promised to hand him over their eighth child. However, Kamsa was not convinced and threw both of them in prison and killed one by one all the six babies that Devaki gave birth to. The seventh child was however miraculously transferred to the womb of Rohini- the previous wife of Vasudeva and was later named as Balrama. It is believed that before the birth of the eighth child Lord Vishnu appeared before the couple and said that he would soon take birth as the eighth child of Devaki and Vasudeva. He thereby asked

Vasudeva to carry the newly born baby to the house of Nanda-the cowherd chief in Gokul and exchange it with the girl child that his wife Yashoda has given birth to. He also asked him to give the exchanged baby to Kamsa as their child. He promised Vasudeva that nothing would bar his way during the course of action. The plan worked accordingly and was thus raised in a foster home of Nanda and Yashoda as their son.

(In later phases of the story, Kamsa was killed by Krishna.)

Krishna has been depicted as a lover, a protector, a leader, a strategist, a manager and a philosopher thereby making him a supreme teacher by all aspects in the four phases of his life covered by four books v.i.z.

Sri Garga Samhita      Srimad Bhagavatam  
Sri Mahaabharatam    Sri Gopaala Sahasranaam

Shree Krishna's philosophies, teachings and strategies have always been considered of vital importance in Hinduism. The greatest of all teachings of Shree Krishna is the Shreemad Bhagawad Gita which he deliberated during the Mahabharata when Arjuna faces dilemma regarding how to fight his relatives in the battle of Kurukshetra. It is during the deliberation of the Bhagawad Gita; Krishna's words are being considered as the words from the God himself and are therefore considered as the best guide book for one's life.

### 1.7 *Role of Shakuni and Shree Krishna in the study:*

Different people have different notion about Shakuni and Shree Krishna. Some people term the former as a villain whereas some term him as a victim of situation. On the other hand, the latter is being termed as a saviour by some whereas some term him as a politician; some term him as God whereas some term him as a management expert.

But in this study, Shakuni is neither considered as a villain nor victim. Similarly, Krishna is also not considered as a God or a saviour but both of them are rather considered as Internal Marketing Managers who have very efficiently performed all the functions of an IM manager. Both of them planned strategies to achieve their objectives and ultimately with dedication, courage and knowledge succeeded in their plans. The basic activities of Hiring, Training and Motivating are the best examples for elaborating the strategies of Shakuni and Shree Krishna. They were very much focused on performing these three aspects effectively and efficiently.

The study does not try to portray the role of an IM manager as a negative character; neither does it try to compare him to God. The study only tries to relate the strategies of Shakuni and Shree Krishna as a kind of IM strategy and also discuss its relevance in the present day business scenario. Besides, the study also tries to compare the teachings of the Divine command theory of Christianity and check their usage and relevance in Hindu mythology through the acts of Shakuni and Shree Krishna while performing the Internal Marketing activities.

## 2. OBJECTIVES OF THE STUDY:

The basic objectives of the study includes the following-

- To analyse the character of Shakuni and Shree Krishna in light of ethical Internal Marketing.
- To analyse whether the Divine Command Theory from the perspective of Christianity act as a guideline to modern day internal marketers.
- To check whether the teachings of Shakuni and Shree Krishna are in alignment to the Divine Command Theory and thereby verify whether a bond of unity between both the religions be framed in light of Internal Marketing.

## 3. RESEARCH METHODOLOGY:

The methodology adopted for the study is both descriptive and analytical. The study is based on the historical literature based on the contents from the Divine Command theory, The Holy Bible,

The Mahabharata, Sri Garga Samhita, Shreemad Bhagawad Gita, Sri Gopaala Sahasranaam and related stories. Seven popular stories and teachings relating to Shakuni and Shree Krishna has been purposively selected which are further dealt as cases. The study explores the application of modern IM strategies in the selected cases.

On the other hand, the part relating to IM is based on the views of various authors and management thinkers available in existing literature. Thus, the study is based on secondary information available in literature both ancient and modern.

The selected cases are explained with the help of content analysis method relating these with the modern IM strategies.

#### 4. STATEMENT OF THE PROBLEM:

IM is a very recent concept in the field of marketing where very less number of studies has been done. This study is thereby an attempt to provide an insight into this area of marketing and analyse it as a part and parcel of every organisation. The study also tries to answer the question that does ethical IM activities contribute towards the sustainability of the organisation in the long run.

The study advocates the fact that IM, though a very new concept, yet its existence can be dated years back when it was practiced informally during the time of the Mahabharata. The study tries to relate the past with the present and advocate the fact that it is a very vital aspect for success of an organisation.

#### 5. IMPORTANCE OF THE STUDY:

Though Internal Marketing is considered as a very new concept in the field of marketing, the study puts forward the argument that IM was a practice ever since the time of the Mahabharata. The study portrays Shakuni and Shree Krishna as continuous user of IM strategies who with their excellence and intelligence sets an example for the modern day marketers to practically implement his techniques in the real business scenario. However, the study also ponders upon another significant aspect of marketing i.e. ethics. The study tries to explain the activities of Shakuni and Shree Krishna in light of the Divine Command Theory from the Christianity perspective and thereby tries to tie a knot of unity between both Hinduism and Christianity.

#### 6. CASE STUDIES BASED ON THE ACTIVITIES OF SHAKUNI AND SHREE KRISHNA:

##### a) ACTIVITIES RELATED TO HIRING:

**Shakuni:** Shakuni knew it very well that in order to succeed in his goal of seeking revenge he needs to win the trust of someone whom he could mould according to the demands of the situations. Accordingly, he chose Duryodhana as his person of interest.

**Krishna:** Narayana (2011) states that in the **Adi Parva** of the Mahabharata when Krishna appeared for the first time in the Swayambar of Draupadi, the Mahabharata describes it as-

*"Tatprekshya Karma Atimanushya Buddhi  
Jishnuh Sa Hi Braaturachintya Karmaa,  
Daamodaro Bhraataram Ugra Veeryam  
Haalaayudham Vaakyam Idam Babhaashe"*

(M.B. I.189.19)

When Krishna sees Arjuna disguised as a **Brahmin** in the groom selection ceremony called **Swayambar** of Draupadi, successful in hitting the fish hanging above by seeing only at its image in the water below, all other kings and princes protested as he being a Brahmin he was not supposed to take part among the Kshyatria. Nobody recognized Arjuna and other Pandavas but Krishna with his sharp observation and intellectual power identified Arjuna and the Pandavas.

**Analysis:** This is the basic internal marketing strategy that Shakuni applied; the strategy of hiring the most eligible person for the job i.e. hiring the requisite person for the job. For any enterprise to survive it is very essential to employ the most eligible personnel

who can contribute the most towards the benefits of the organisation.

In the referred context, Duryodhana was a skilled mace fighter and a martial artist. He had received training from the experts like Dronacharya, Kripacharya and Balrama. For Shakuni, Duryodhana was the best potential employee. Shakuni knew that he can use Duryodhana's hatred for the Pandavas to get desired results and achieve his goal of vengeance. On the contrary, Krishna wanted to establish ethics upon mankind. He was willing to hire a potential employee who could contribute effectively and efficiently in achieving this goal. Thereby, he chose Arjuna. Krishna's selection of Arjuna as his potential employee highlights the fact that an IM manager should have sharp observation and farsightedness.

##### **Analysis in alignment with the Divine Command Theory:**

Jeremiah 1:4-5, in the Holy Bible illustrates the story of Jeremiah where God is seen recruiting him as the prophet of nations. It further adds the fact that God knew who Jeremiah was and thereby He thinks Jeremiah to be the perfect person for the job. This analysis proves the fact that Jeremiah was hired because God was farsighted. He knew that it is Jeremiah who could one day establish ethics on mankind and do well to nations.

##### **b) ACTIVITIES RELATED TO TRUST GAINING:**

**Shakuni:** Shakuni played tricks with Duryodhana from time to time in order to convince him that Shakuni was his well wisher. He used to tell him all the things that Duryodhana actually wanted to hear from someone. Duryodhana was made to believe that Hastinapur actually belonged to him and he was the most eligible king for the kingdom. In turn, Duryodhana also started having faith in him. He started to believe that his uncle could never betray him and who only wanted his well being. One of such instances is the story of attempt to kill Bheema. As Bheema was the prime enemy of Duryodhana, Shakuni geared his thought by making a plan to kill Bheema. He poisoned Bheema's food and planned him to throw his body into the river Ganga. However, this conspiracy failed as when his body was thrown into the Ganga, **Vasuki** the God of Snakes covered him and warned him against Duryodhana. He was also blessed by Vasuki with the strength of one hundred elephants. Though the plan failed, yet Duryodhana gained trust in Shakuni which was what he exclusively wanted.

**Shree Krishna:** Shakuni once played the strategy of sending sage Durvasa to meet the Pandavas in the forest. It was quite sure for him that when the Pandavas would fail to provide proper food to him due to poverty, it would offend Durvasa and would in turn curse the Pandavas. Krishna when knew of the incident, he immediately offered the Pandavas the 'Akshaya Patra'- the vessel that produced continuous food in order to save them from the plight.

**Analysis:** The cases highlight the art of gaining confidence. Employees would work to their best only if they are inspired by their supervisor. If they have faith and confidence in their mentor, they would contribute their heart and soul towards their best performance thereby leading to achieving the organisational goals. Trust gaining in turn leads to better superior subordinate relationship and in turn helps in effective Human Resource Management.

In the former case, Shakuni's plan to kill Bheema, helped to enhance the faith of Duryodhana on Shakuni. On the other hand, Krishna was aware of the fact that it is only the Pandavas who could give their stand for ethics and do well to mankind by winning the probable war that was going to initiate between the Pandavas and the Kauravas. He therefore did not lose the opportunity to win the trust of the Pandavas and therefore helped them at their time of need.

##### **Analysis in alignment with the Divine Command Theory:**

Joshua 1:9 highlights the case where God encourages Joshua, the new leader of Israel after Moses to be strong and courageous. He further adds that His support is always with Joshua in every step of life. The case highlights the fact God is an excellent leader who is

capable of gaining the trusts of His followers who are keen to work for the betterment of the society.

### c) ACTIVITIES RELATED TO TRAINING:

**Shakuni:** At one point of time, Duryodhana was starting to lose faith on Shakuni because of his continuously failed ideas. Besides, he felt that Shakuni had forgotten the promise of making him the king of Hastinapur. Shakuni needed a successful strategy this time to win back the trust of his nephew. He accordingly told that Karna was an eligible fighter for Arjuna in the war between the Pandavas and the Kauravas. But Duryodhana was not competent enough to face the hits of the mace of Bheema as he was a better mace fighter. He thereby suggested Duryodhana to go to Balrama (Brother of Krishna) - the world's most skilled and mightiest mace fighter and join him as his student. Shakuni made Duryodhana believe that this training from Balrama would add value to their team.

**Shree Krishna:** Shree Krishna in Chapter 14, verse 13 in the Bhagawad Gita said,

*"Aprakashuh prabrittishyo  
Pramado moh awo sow  
Tatsyutani jaayante  
Wibriddhe kurunandan"*

(Hazarika, 2009)

Shree Krishna opines Arjuna that routine works tend to be boring thereby making the person less productive. Therefore, in order to reenergize oneself, one must come out of one's comfort zone and learn new things.

**Analysis:** The above stated cases highlight the concept of training. Training refers to equipping the employees of an organisation with specific knowledge in order to achieve certain specific tasks. It is very prevalent in the present day scenario that leads to better competitiveness. Every organisation wants their employees to be well trained so that they can adapt themselves with the dynamic needs of the organisation as well as the environment. A failure to meet this criterion can lead to a drastic downfall of the organisation.

In the referred context, Both Shakuni and Krishna were in the opinion that training leads to growth in a person; both mentally as well as physically. They were also in the opinion that trying newer things would open more number of doors towards achieving the goals and objectives. The only difference in their opinion was that Shakuni wanted Duryodhana to train so that he can use Duryodhana to meet his personal goal of vengeance whereas Krishna wanted Arjuna to train himself so that he can do justice with mankind.

**Analysis in alignment with the Divine Command Theory:** Timothy 3:16-17 states that all the scriptures are God's own words which are worthy for teaching and correction. It further adds that the scriptures are a profitable source for training in the righteousness because a follower of God must be competent and equipped for every good work. He should be able to do good towards mankind.

### d) ACTIVITIES RELATED TO CORPORATE SPYING VS COMPETITIVE INTELLIGENCE:

**Shakuni:** Shakuni knew that Balram was a noble man without any complexities. He knew it was difficult to win over Krishna, but it would be easier to win over Balram's trust. He suggested Duryodhana to lie Balram that he and Yudhishthira shared a very strong bond of brotherhood and somehow convince Balram to teach him mace fighting. Subsequently, once Duryodhana becomes the favourite pupil of Balram, he would ask Balram Subhadra's (younger sister of Krishna and Balram) hand in marriage with him. This marriage would make Duryodhana the brother-in-law of both Balram as well as Krishna and thereby in the battle of Kurukshetra it would be quite obvious that Krishna won't attack the family of his sister's in-laws. Besides, Shakuni suggested that once Duryodhana gets into Balram's trust; it would be easier

for him to get the internal information about Krishna's planning.

**Shree Krishna:** Another story in the Mahabharata says that when the Kauravas were losing in the battle, the angry and disappointed Duryodhana charged Bheesma for not fighting with all his might because of his soft corner towards the Pandavas. This made Bheesma very angry and he immediately took out five arrows, chanted some 'mantras' and claimed that those five arrows were meant to kill the Pandavas the very next day. Duryodhana did not believe Bheesma's words and kept the arrows with himself promising to return it to him the next morning.

When Krishna learnt about it, he immediately framed a plan and said Arjuna to ask Duryodhana to give him the arrows against the promise that Duryodhana made to Arjuna to give him whatever he wants on a future date for saving his life from the heavenly prince Gandharvas back someday.

**Analysis:** The above stated cases can be related to the concept of corporate spying and competitive intelligence. While the former is being considered unethical the latter is being considered as ethical. The former is also called as corporate espionage. It refers to secretly and illegally searching for information about the competitors and thereby framing strategies to cut competition. On the other hand, competitive intelligence refers to collecting of information legally about the competitors in order to run the business smoothly.

In the referred context, both Shakuni and Shree Krishna are seen involved in collecting information about their competitors. While the former is seen motivating his employee Duryodhana to go for corporate espionage, the latter is himself seen indulged in competitive intelligence. Though the ultimate aim of both the characters is to achieve their respective goals, one adopts the ethical way whereas one goes the unethical way.

### Analysis in alignment with the Divine Command Theory:

Having core competency is the best way to stay ahead in the race. But it should be used towards betterment of the organisation without hampering other's interests. The 7<sup>th</sup> and the 10<sup>th</sup> Commandments of the Divine Command Theory states that one should not commit adultery and one should not covet respectively. On the other hand, for competitive intelligence the story from Numbers 21:32 can be forwarded where Moses sent 12 spies to explore Jazer so that the village can be taken thereof. Moses did not do this activity to quench his thirst of lust towards power, but he did this to establish ethics on mankind.

### e) ACTIVITIES RELATED TO CORE COMPETENCY:

**Shakuni:** The grandest of all acts of Shakuni was playing the game of dice. This was his ultimate plan to call for the Pandavas and make them play the game with the Kauravas. The pair of dice that Shakuni used was the blessed pair that worked at his will. It helped the Kauravas to win the game and win over the entire kingdom that belonged to the Pandavas and also their common wife, Draupadi.

**Shree Krishna:** When Arjuna and Duryodhana both went to seek help from Krishna for his support in the battle of Kurukshetra, Krishna was asleep. Duryodhana was the first to reach Krishna's cabin. Being an egoist, he was reluctant to wait near his feet and sad beside his head and waited for him to wake up. After some time, Arjuna arrived. He was humble and decided to wait near the feet of Krishna. When Krishna woke up, he saw Arjuna first. When both of them spoke that both of them wanted Krishna's support in the battle, Krishna said that both of them were dear to him. So he suggested that he shall provide his entire army to one of them and would give his moral support to another. However, he shall not pickup a single weapon in the entire battle. Being Arjuna the first he saw, he gave him the first chance to choose. Arjuna, immediately chose Krishna's moral support. Duryodhana was very happy at this and considered Arjuna as a fool and went back Hastinapur happily with Krishna's army.

**Analysis:** Core competency refers to resources and skills of a firm

that makes it distinguishable from the other players in the market which in turn helps the firm to play a distinguishable role as a market leader. A firm having core competency enables a firm to attain a sustainable competitive advantage. In terms of modern day marketing, we can suggest that any organisation having a core competency is able to motivate and influence its employees about their sustainability and there exists a huge chance of market coverage. On the part of the internal marketing manager, it becomes very easy to gain the trust of the employees and portray a very positive **brand image** of the products if he can communicate very well about the core competency that their organisation possesses.

In the referred context, both the characters seem to have core competency in one area or another. Shakuni had the core competency of the blessed pair of dice with him. He was therefore sure of having a competitive advantage. He used the game of dice as a conspiracy against the Pandavas so that the Kuru clan can be broken into two parts v.i.z Pandavas and Kauravas. On the contrary, Krishna had the core competency of his army. Besides, it was also evident that Krishna himself was the core competent character with whose support it was possible to win any battle. He thereby decided to share his core competencies into two halves so that both the Pandavas and the Kauravas could get fair chance in the battle.

#### **Analysis in alignment with the Divine Command Theory:**

While analysing the activities relating to trust gaining, it was seen that God encouraged Joshua as the next leader of Israel after Moses. This case can also be interpreted the other way round as God believes that every person has some core competency within oneself. One must have the courage and farsightedness to unleash it within oneself. Joshua was scared and was not sure that would he be able to take after Moses; but God encouraged him that He would act as Joshua's core competency to establish ethics on mankind.

#### **f) ACTIVITIES RELATED TO MOTIVATION:**

**Shakuni:** Shakuni knew that Karna would be an asset to the Kauravas. Besides, as Karna was humiliated by Draupadi for not being from the royal lineage at her 'Swayambar'<sup>9</sup> and not allowing him to participate in the event, his anger against Pandavas could be a valuable asset for the Kauravas. He thereby instigated Duryodhana to give away half of his kingdom to Karna and make him his partner as well as best friend.

**Shree Krishna:** When Balrama wanted Duryodhana to marry his and Krishna's sister Subhadra, Krishna did not want so to happen, because he knew it was a strategy of Shakuni and Duryodhana to ally Balrama and gain his support along with Krishna's. He therefore asked Arjuna to abduct Subhadra in his chariot and marry her. He also asked Subhadra to hold the reins of the chariot so that it did not seem like abduction.

**Analysis:** The above stated cases can be related to motivation. On the part of the IM manager, it becomes very necessary to motivate his employees. The employees would contribute for the development of the organisation only if they are motivated and have a sense of belongingness towards it.

In the referred context, it is seen that both Shakuni and Shree Krishna has efficiently performed the function of motivation. Shakuni knew it very well which resources are to be collected and which are to be managed. On hearing about the injustice done to Karna, he immediately reacted in this situation to gain a competitive advantage and motivated Duryodhana to declare him as the king of half of his kingdom. This can also be interpreted keeping in light of the Maslow's Need Hierarchy Theory. Karna had his basic and safety needs satisfied. All he was hung between was how to achieve his social needs and fulfil his esteem needs. Shakuni being an efficient manager knew it very well how to provide him with a ladder to climb his needs hierarchy. Therefore, he opined Duryodhana to go on for promoting him as 'Angaraj' which would satisfy his needs and in turn contribute immensely for achieving the goals. On the other hand, Krishna's case is a

motivational strategy in support of ethics by giving his sister off for marriage to Arjuna. He knew that Arjuna loved Subhadra. So, Krishna fulfilled his want because he knew that this would be an ethical job for the well being of mankind and would also motivate him to achieve his objectives. On the other hand, Krishna also considered Subhadra's perception about the marriage and conducts it as per her will to satisfy her. He therefore asked her to hold the reins of the chariot to portray her acceptance of the incident. In present day scenario, if we consider Krishna as the manager, Arjuna as the employee who needs to be motivated, Marriage as the means to get motivated and Subhadra as the customer, things seem to get set in their places. In other words, the IM manager motivated his employee by the means provided keeping in mind customer perception thereby leading to customer satisfaction.

#### **Analysis in alignment with the Divine Command Theory:**

There exist various verses from the God in the Holy Bible that speaks about motivation. A few of them can be the reference of Proverbs 12:11 where it is suggested to work hard to lead a better life with good food, Proverbs 12:24 which suggests that a hard worker ultimately becomes a good leader but a lazy person ends up in becoming a slave and Proverbs 14:23 which opines that hard work brings all the wealth and prosperity in the world but mere talk leads only towards poverty. All the verses are focused upon a how to develop a better lifestyle; develop the goodness in a leader and how to bring wealth and prosperity hand in hand. These motivations are positive in nature and are intended towards the good of people.

#### **g) ACTIVITIES RELATED TO EMPLOYEE TERMINATION:**

**Shakuni:** : **Indradev** in disguise of a **Brahmin** asks Karna his **Kavach** and **Kundal** as offerings to him during his praying hours in the morning. Karna could not refuse him and gives away what he was asked for. As removing the Kavach and Kundal was like cutting away some body part from him (as they were fixed to his body since his birth), he fell ill. His health continuously started to degrade. Shakuni was not convinced at this act of his because he believed that ego and dharma cannot go hand in hand (a teaching of Balram towards Duryodhana). He therefore found Karna to be non-competitive and of no use to them as he wasted all his powers in charity and so asked Duryodhana to leave him behind and move forward without his support.

**Shree Krishna:** Arjuna was in a dilemma regarding how could he fight against his own family members during the war. He was terrified to feel that he had to pick up weapons against the ones with whom he shared the same blood. At this, Krishna, consoled him and narrated the Shreemad Bhagawad Gita. In other words, Krishna motivated him to overcome his dilemma so that he can act productively.

**Analysis:** Employee termination is the area of focus here. Employee termination refers to dismissal of employees from the job. Termination of employees becomes very necessary when employees seem to contribute the least towards the development of the organisation.

While Shakuni believed that unproductive employees should not be given any farther chance and should be fired immediately, Krishna believed that everyone deserved a second chance. In the former case, when Shakuni saw Karna to be an unproductive asset against achieving their objective, he suggested Duryodhana to fire him immediately and move ahead without his support. On the contrary, Krishna was more into the ethical and emotional perspective. Krishna, if wanted, could move ahead in the war without Arjuna's support in order to establish 'Dharma' or ethics; but he decided not to abandon his follower in the mid way; stopped the chariot in the middle of the battlefield and discoursed the moral teachings thereby motivating him to fight for ethics and betterment of mankind.

**Analysis in alignment with the Divine Command Theory:** The article titled "A Christian Approach to Firing Employees" published in CBN.Com highlights the facts that a manager should

offer employees opportunities to correct their mistakes and also evaluate whether the difficulties are a result of poor management. No one should be terminated from the job at the first go and a fair chance should be provided to prove oneself. The article proves its point quoting the verse from Proverbs 19:11 as "A man's wisdom gives him patience; it is to his glory to overlook an offense."

### 7. FINDINGS:

The study highlights the following findings-

- a) Though IM is a very recent concept, its existence can be dated back to history. The users of IM did not know that they were actually boosting the art of hiring, training and motivating.
- b) Ethics is a part and parcel of every organisation. Avoiding it can lead to disastrous results. Shakuni, the non follower of ethics had to end up dying in the battle field whereas Krishna, who was a hardcore follower of ethics, ended up winning the battle of Kurukshetra.
- c) Avoiding ethics may welcome short term gains but in the long run it leads to no good. Shakuni is remembered as a villain today whereas Krishna is being worshipped as God.
- d) All religions preach more or less the same things. Though the Divine Command Theory is more inclined towards Christianity, it was seen Krishna following it. This was evidently proved when the comparison was made with the Christian teachings which tallies with the ideologies of Krishna. It portrays the fact that different religions can be tied together using some thread or the other if the core values of the various religions are being evaluated in an unbiased manner. In the referred context, IM is the thread used.

### 8. SUGGESTIONS:

Based upon the study, the following two suggestions can be provided-

- a) As it was seen that both Shakuni and Shree Krishna were involved in disseminating ideas from time to time to their respective followers, thereby suggestions regarding a new concept called 'Idea marketing' can be forwarded. Idea Marketing is the platform where ideas are being exchanged. The consultancy firms, the lawyers etc can be brought under this concept. In other words, through Idea Marketing, ideas can be marketed at certain value i.e. ideas can be sold for certain price. The ideas, however should be ethical and should be for the common good of the clients like those of Krishna's which were for the good of the Pandavas.
- b) Subjects relating to ethical management and ethical marketing can be introduced in the school levels in order to boost commerce education and entrepreneurship. The subject should be based upon moral teachings in the form of stories from different religions. The stories should be dealt as cases and should be explained in modern day perspective to the students.

### 9. CONCLUSION:

The entire study focuses mainly upon three aspects v.i.z internal marketing, ethics and a bond between two religions. The first aspect is purely conceptual in nature. It focused upon how the activities of hiring, training and motivating were being performed, what are the qualities that an IM manager should possess and how can those principles used by the two Hindu characters be applied in present day business scenario. The second aspect focused on answering the question of which among the following is more powerful- ethics, revenge or power. It tried to focus upon answering which among the three is required more for the long term benefit of mankind. Last but not the least the third aspect tried to bridge the gap between the two big religions of this planet. It tried to compare the theories of Shakuni and Krishna with the teachings of The Holy Bible. Shakuni being a villain was seen continuously violating the teachings of it; but Krishna being the Hindu God and hero was seemed to follow every aspect that the Bible told. It can thereby be noted that both the religions preaches more or less the same things; it is only about our perceptions that we call God by different names. Whether it is God or whether it be Krishna the sole objective was to establish ethics on mankind; and

in the business scenario, this study is a small attempt to establish ethics on Internal Marketing at large.

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