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## HRODC Postgraduate Training Institute A Postgraduate-Only Institution, Verified by, & Registered with, UK's Department for Education

### Prof. Dr. R. B. Crawford - Director

PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);  
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision  
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);  
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.



## Profile - Biography - of Prof. Dr. R. B. Crawford, Director, HRODC Postgraduate Training Institute. Contents Page, with Links.

Item #	Description (Please Click on Link To View)	Page #
1.	Qualifications and Affiliations	3
2.	Detailed Educational Qualifications	4
3.	Other Work-Related Development and Training	7
4.	Current Position, Since 2005	7
5.	Prof. Crawford's Recent Course Deliveries for HRODC Postgraduate Training Institute	9
6.	Video Links To Some of Prof. Dr. Crawford's Course Presentations, and Award Ceremonies	18
7.	His Most Recent Occupational Experience	35
8.	Prof. Crawford's Listing in University of Wolverhampton's 'Experts Guide Publication'	38





# Profile - Biography - of Prof. Dr. R. B. Crawford, Director, HRODC Postgraduate Training Institute. Contents Page, with Links.

9.	His Significant Institutional Contribution to University of Wolverhampton and University of Greenwich	39
10.	External Contribution	44
11.	Academic Focus	45
12.	Books and Chapters in Books	47
13.	Research Activities	47
14.	Conference Papers	48
15.	Prof. Crawford's Empirical Research Publications – Journals and Conference Proceedings	51
16.	Seminar Presentations	53
17.	Conference Papers, Seminars and Journal Publications Specifically related to Workplace Diversity and Anti-Discrimination Practices	54
18.	Diversity-Related External Contribution	54
19.	Diversity-Related Conference Papers	54
20.	Diversity-Related Publications	56
21.	Web Publications	57
22.	Citations of Prof. Crawford's Work in Subsequent Journal Publications, Research Papers, Conference Papers, Seminars and Web Articles	61
23.	Career Highlight	70
24.	Community Involvement	70
25.	Prof. Dr. Crawford's Signature	71





[Click To Contents](#)

## Prof. Dr. Crawford's is the Director of HRODC Postgraduate Training Institute. Below are His Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) (University College London (UCL), University of London));
- MEd. Management (University of Bath);
- Advanced Dip. Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Executive Member of Academy of Management (AOM), within the following Management Disciplines:
  - Human Resources;
  - Organization and Management Theory;
  - Organization Development and Change;
  - Research Methods;
  - Conflict Management;
  - Organizational Behaviour;
  - Management Consulting;
  - Gender & Diversity in Organizations; and
  - Critical Management Studies.
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
- Member of ResearchGate Community;
- Member of Convocation, University of London;



## Prof. Dr. Crawford's is the Director of HRODC Postgraduate Training Institute. Below are His Qualifications and Affiliations:

- Professor HRODC Postgraduate Training Institute.

### Prof. Crawford was an Academic at:

- University of London (UK);
- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK).

[Click To Contents](#)

## Prof. Dr. Crawford's Detailed Educational Qualifications.

DATE	Institution	Award Gained	Areas of Study
1994	University College London (University of London)	PhD	<i>Organisation and Management.</i>  <i>Thesis Title - Matrix and Hierarchical Structures: A Comparative Analysis of Two Colleges of Higher Education</i>
1978	University of Bath	M.Ed. - Management	<ul style="list-style-type: none"> <li>➤ <i>Organisational Theory;</i></li> <li>➤ <i>Management Of Organisational Change;</i></li> <li>➤ <i>Employee Development (Education and Training Systems In Industry and Commerce)</i></li> </ul>



# Prof. Dr. Crawford's Detailed Educational Qualifications.

			<ul style="list-style-type: none"> <li>➤ <i>Personnel Systems; Employee Demand Planning &amp; Forecasting (Manpower Management 1);</i></li> <li>➤ <i>Employee Resourcing (Manpower Management 2);</i></li> <li>➤ <i>Systems Approach.</i></li> </ul>
1977	University of Bristol	Advanced Diploma In Education	<ul style="list-style-type: none"> <li>➤ <i>Teacher Education;</i></li> <li>➤ <i>Policy, Planning &amp; Administration Of Education;</i></li> <li>➤ <i>Science Teacher Education;</i></li> </ul>
1995	University of West London (Thames Valley University)	Postgraduate Certificate in Information Systems	<ul style="list-style-type: none"> <li>➤ <i>Systems Modelling;</i></li> <li>➤ <i>Information Systems Context;</i></li> <li>➤ <i>Systems Prototyping;</i></li> <li>➤ <i>Relational Databases;</i></li> <li>➤ <i>Systems Methodology;</i></li> <li>➤ <i>Computer Systems.</i></li> </ul>
2001	The Graduate School, University of Wolverhampton.	PG Diploma in Doctoral Research Supervision	<ul style="list-style-type: none"> <li>➤ <i>Assessing and Guiding Doctoral Research Proposals;</i></li> <li>➤ <i>Providing Feedback on Conceptual and Contextual Issues;</i></li> <li>➤ <i>General Issues Associated With Doctoral Supervision;</i></li> <li>➤ <i>Candidate Readiness: Working Towards Thesis Completion;</i></li> <li>➤ <i>Preparing Doctoral Students For Thesis Defence;</i></li> </ul>



# Prof. Dr. Crawford's Detailed Educational Qualifications.

- *Examining Doctoral Research: Testing Conceptual Thoroughness;*
- *Examining Doctoral Research: Testing Conceptual Framework;*
- *Examining Doctoral Research: Testing Contextualisation;*
- *Examining Doctoral Research: Testing Methodological Grounding;*
- *Examining Doctoral Research: Testing Advanced Contribution To Knowledge;*
- *Examining Doctoral Research: Testing Irrefutability of Findings;*
- *Conducting Doctoral Viva.*

[Click To Contents](#)





## Prof. Dr. Crawford's Other Work-Related Development and Training.

Date	Organising Body	Title of Events
November 14 –15, 2002	Sector Skills Development Agency, (Skills City, Manchester)	Skills Convention UK – Skills Development and Management.
November 11, 2002	West Sussex County Council - in Conjunction with the Cabinet Office	'Making It Happen' – A Conference on The Management of Change
Sept 2003 – Aug 2004	The Graduate School, University of Greenwich, London, UK	Research Skills and Knowledge Base for Doctoral Students.
February 1998 – January, 2001,	The Graduate School, University of Wolverhampton. -	Doctoral Research Supervisors' Training.
February 1998 – January 2002	University of Wolverhampton	Several Weekly Research Seminars
June 27-29, 2001	<i>Gender, Work and Organisation Journal</i> , Keele University, Staffordshire, UK	<i>Rethinking Gender, Work and Organisation Conference</i> (International refereed conference)
November 10-13, 2001	<i>Asian Academy of Management</i> (Malaysia)	<i>4<sup>th</sup> Asian Academy of Management Conference – Asian Managers in The New Economy: Prospects and Challenges</i>



## Prof. Dr. Crawford's Other Work-Related Development and Training.

December 2-4, 2001	Association of South East Asian Institutions of Higher Learning, Philippines	"The Role of Universities in a Knowledge Driven Economy" - Conference
March 20 – 22, 2002	<i>European Conference on Research Methodology for Business and Management Studies</i>	1 <sup>st</sup> Conference of The <i>European Conference on Research Methodology for Business and Management Studies</i>
June 5-8, 2002	<i>Congress of the International Society for Gesture Studies</i>	<i>The First Congress of the International Society for Gesture Studies</i> College of Communication University of Texas at Austin
June 17 – 19, 2002	The Association of South East Asian Institutions of Higher Learning (ASAIHL)	The Association of South East Asian Institutions of Higher Learning (ASAIHL) Conference on: 'Lifelong Learning'
July 7-13, 2002	International Sociological Association World Congress of Sociology	XV <sup>th</sup> International Sociological Association World Congress of Sociology, Brisbane, Australia,
October 1986 – July 1987	Lambeth College (Formerly Brixton College), London	In-service Information Technology Course

[Click To Contents](#)





## Prof. Dr. Crawford's Current Position, Since 2005.

Name Of Organisation	Position	Activities
HRODC Postgraduate Training Institute, A Postgraduate- Only Institution	Director	Prof. Dr Crawford is involved in the provision of Training, Research and General Consultancy Service to Business and Non-Business Organisations, internationally. Charged with the development, implementation and monitoring of corporate strategy, he is involved with strategic operational review, taking restorative actions, where appropriate. He manages the delivery of Postgraduate Diploma, Postgraduate Certificate and Postgraduate Short Courses. Overseeing the Human Resource Function, he assumes responsibility for the selection, development and deployment of academic staff. He is also actively involved in course deliveries.

[Click To Contents](#)

## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

His recent course deliveries for HRODC Postgraduate Training Institute include the following:

1. Advanced Oil and Gas Accounting: International Petroleum Accounting (1) Course, Leading to Diploma – Postgraduate in Advanced Oil and Gas Accounting: International Petroleum Accounting (1), 54 Credit-Hours, accumulating to a Postgraduate Certificate, with 126 additional Credit-Hours, and a Postgraduate Diploma, with 306 additional Credit-Hours.
2. Advanced Oil and Gas Accounting: International Petroleum Accounting (2) Course, Leading to Diploma – Postgraduate in Advanced Oil and Gas Accounting: International Petroleum



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

- Accounting (2), 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
3. Advanced Oil and Gas Accounting: International Petroleum Accounting (3) Course, Leading to Diploma – Postgraduate in Advanced Oil and Gas Accounting: International Petroleum Accounting (3), 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
  4. Advanced Oil and Gas Accounting: International Petroleum Accounting Programme, incorporating International Petroleum Operation, Leading to Postgraduate Diploma in Advanced Oil and Gas Accounting: International Petroleum Accounting.
  5. Advanced Oil and Gas Accounting: International Petroleum Accounting, Leading to Postgraduate Certificate in Advanced Oil and Gas Accounting: International Petroleum Accounting, accumulating to a Postgraduate Diploma, with 180 Additional Credit-Hours.
  6. Financial Risk Management Course, Leading to Diploma–Postgraduate in Financial Risk Management, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.
  7. Trainer Training: Training for Trainers Course, Leading to Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
  8. Training Expenditure or Investment?: Training Needs Analysis, Costing and Budgeting for Accelerated Rate of Return, Leading to Diploma – Postgraduate- in Training Needs Analysis, Costing and Budgeting, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with a 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
  9. Training Needs Analysis: Determining Training Needs Course, Leading to Diploma – Postgraduate – in Training Needs Analysis, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hour.
  10. Travel and Protocol Management Course, Leading to Diploma – Postgraduate – in Travel and Protocol Management, Quad-Credit, 120 Credit-Hours, Accumulating to a



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

Postgraduate Certificate, with 60 Additional Credit-Hours, and a Postgraduate Diploma, with 240 Additional Credit-Hours.

11. Business Plan: A Guide to Entrepreneurs and Investors Course, Leading to Diploma – Postgraduate – in Business Planning, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 Credit-Hours, Credit-Hours, and a Postgraduate Diploma, with 330 Credit-Hours;
12. Communication, Information Gathering, Analysis and Report Writing Programme, Leading to Postgraduate Diploma in Communication and Information Management.
13. Comprehensive Real Estate Management Programme, Leading to Postgraduate Diploma in Real Estate Management, Incorporating Property Law.
14. Conflict and Role Conflict: Conflict Management In Organisations Course, Leading to Diploma – Postgraduate – in Conflict Management, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
15. Property Law: Conveyancing and Property Valuation Course, Leading to Diploma – Postgraduate in Property Law: Conveyancing and Property Valuation, Quad-Credit, 120 Credit-Hours, Accumulating to a Postgraduate Certificate, with 60 additional Credit-Hours, and a Postgraduate Diploma, with 240 additional Credit-Hours.
16. Property Law: Conveyancing and Property Valuation Programme, Leading to Postgraduate Certificate in Property Law: Conveyancing and Property Valuation, Accumulating to a Postgraduate Diploma, with 180 Additional Credit-Hours.
17. Corporate Governance: Principles and Practice, Incorporating Financial Risk Management Course, Leading to Diploma - Postgraduate in Corporate Governance, Incorporating Financial Risk Management, Double Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
18. Decision-making in Organisations (Organizations): Structural Design Myths and Realities Course, Leading to Diploma - Postgraduate - in Organisational Decision-making, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.





## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

19. Delegating For Role and Organisational Effectiveness Course, Leading to Diploma – Postgraduate – in Organisational Delegation, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
20. Effective Time Management Course, Leading to Diploma – Postgraduate – in Time Management, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hour, and a Postgraduate Diploma, with 330 additional Credit-Hours.
21. Recruitment & Selection - Employee Resourcing: Recruitment & Selection Course, Leading to Diploma - Postgraduate - in Employee Resourcing, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
22. Enhancing Managerial Effectiveness Course, Leading to Diploma – Postgraduate – in Enhancing Managerial Effectiveness and Executive Management Block 4, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.
23. Enterprise Risk Management ERM Course, Leading to Diploma - Postgraduate - in Enterprise Risk Management, Double-Credit, 72 Credit-Hours, accumulating to a Postgraduate Certificate, with 108 additional Credit-Hours, and a Postgraduate Diploma, with 288 additional Credit-Hours.
24. Executive Leadership and High Performance Team Management Course, Leading to Diploma – Postgraduate – in Executive Leadership and High Performance Team Management, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
25. Executive Leadership, Team Leadership and Public Relations Course, Leading to Diploma – Postgraduate – in Executive Leadership, Team Leadership and Public Relations, Triple Credit, 90 Credit-Hours, accumulating to a Postgraduate Certificate, with 90 additional Credit-Hours and a Postgraduate Diploma, with 270 additional Credit-Hours.
26. External and Internal or Organic Organisational Growth Strategy: In Pursuit of Organisational Effectiveness Course, Leading to Diploma – Postgraduate - in Organic and



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

External Growth Strategy for Organisational Effectiveness, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.

27. Health and Safety Management in Industrial and Commercial Sectors Course, Leading to Diploma – Postgraduate in Health and Safety Management in Industrial and Commercial Sectors, Quad-Credit, 120 Credit-Hours, accumulating to a Postgraduate Certificate, with 60 additional Credit-Hours, and a Postgraduate Diploma, with 240 additional Credit-Hours.
28. Health and Safety Management in the Petroleum – Oil and Gas - Industry Course, Leading to Diploma – Postgraduate – in Health and Safety Management in the Petroleum – Oil and Gas - Industry, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
29. Human Resource Administrative Support Course, Leading to Diploma – Postgraduate - in Human Resource Administrative Support, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
30. Human Resource Management (HRM) in the Petroleum - Oil and Gas Industry Course, Leading to Diploma - Postgraduate - in Human Resource Management (HRM) in the Petroleum - Oil and Gas Industry, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
31. Human Resource Training and Development Management Programme, Leading to Postgraduate Diploma in Human Resource Training and Development Management.
32. Industrial Health and Safety Management, Incorporating Oil and Gas Safety, Course, Leading to Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety, Accumulating to a Postgraduate Diploma, with 180 additional Credit-Hours.
33. Information, Risk, Security and Crisis Management Course, Leading to Diploma – Postgraduate – in Information, Risk, Security and Crisis Management, Double Credit, 60



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

34. Intellectual Property Law Course, Leading to Diploma – Postgraduate - in Intellectual Property Law, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
35. Internal and External Organisational Analysis Course, Leading to Diploma – Postgraduate – in Internal and External Organisational Analysis, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 Credit-Hours.
36. Internal Audit, Incorporating Corporate Governance and Financial Risk Management, Course, Leading to Diploma Postgraduate - in Internal Audit, 36 Credit-Hours, Accumulating to A Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.
37. International Petroleum – Oil and Gas – Exploration and Production Contracts: Upstream Oil and Gas Agreements, Leading to Postgraduate Certificate in International Oil and Gas Exploration and Production Contracts, accumulating to a Postgraduate Diploma, with 180 additional Credit-Hours.
38. Leadership and Management Skills Course, Leading to Diploma-Postgraduate in Leadership and Management Skills, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
39. Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
40. Managing Individuals and Groups In Organisations (Organizations) Course, Leading to Diploma – Postgraduate – in Management of Individual and Groups and Executive Management Block 2, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.





## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

41. Managing Internal and External Cultural Diversity Course, Leading to Diploma – Postgraduate – in Managing Internal and External Cultural Diversity and Executive Management Block 10, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
42. Marketing Dynamics: Effective Customer and Client-Driven, Value Orientation and Strategy Course, Leading to Diploma – Postgraduate – in Marketing Dynamics, Quad-Credit, 120 Credit-Hours, accumulating to a Postgraduate Certificate, with 60 additional Credit-Hours, and a Postgraduate Diploma, with 240 additional Credit-Hours.
43. Modern Marketing in a Consumer-Led Environment Course, Leading to Diploma - Postgraduate - in Marketing Management, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.
44. Motivating Workers: Intrinsic and Extrinsic Rewards Course, Leading to Diploma – Postgraduate – in Worker Motivation, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
45. Oil and Gas - Petroleum Taxation Course, , Leading to Diploma Postgraduate - in Oil and Gas – Petroleum - Taxation, and 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 Additional Credit-Hours, a Postgraduate Diploma, with 324 additional Credit-Hours.
46. International Petroleum – Oil and Gas – Operation for Non-Technical Staff: Mineral Rights, Upstream Oil and Gas, Mineral Lease Contracts, Exploration, Drilling, Production and Sale, Leading to Postgraduate Diploma in Postgraduate Diploma in International Petroleum – Oil and Gas – Operation: Mineral Rights and Contracts.
47. Organisational Design: Structuring and Restructuring Organisations Course, Leading to Diploma – Postgraduate – in Organisational Design: Structuring and Restructuring Organisations, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 344 additional Credit-Hours.
48. Organisational Culture and Cross-Cultural Communication Course, Leading to Diploma – Postgraduate – in Organisational Culture and Cross-Cultural Communication, 36 Credit-



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, accumulating to a Postgraduate Diploma, with 324 additional Credit-Hours.

49. Organisational Development (OD) in Action: Improving Organisational Effectiveness Course, Leading to Diploma – Postgraduate – in Organisational Development, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
50. Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
51. Organisational Improvement: Revitalizing Organisations, Through Organisational (Organizational) Development and Change Course, Leading to Diploma – Postgraduate – in Organisational Improvement: Development and Change and Executive Management Block 3, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
52. Research Project: Design, Conduct & Report - Research Methodology, Qualitative Methodology, Qualitative Methodology, Ethnography, Ethnomethodology Course, Leading to Diploma – Postgraduate – in Research Project Management, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
53. Small Business Start-Up, Expansion and Management Course, Leading to Diploma – Postgraduate – in Small Business Start-Up, Expansion and Management, Double-Credit, 72 Credit-Hours, accumulating to a Postgraduate Certificate, with 108 additional Credit-Hours, and a Postgraduate Diploma, with 288 additional Credit-Hours.
54. Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate



## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.

55. Team Dynamics: Team Leadership Course, Leading to Diploma–Postgraduate in Team Dynamics, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
56. The Management of Organisational Resource - Leading to Diploma–Postgraduate in Resource Management, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
57. The Management of Human Resource Course, Leading to Diploma – Postgraduate – in The Management of Human Resource and Executive Management Block 5, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.
58. Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.
59. Upstream Oil & Gas Accounting & Contracts: Oil & Gas Operation, Mineral Rights, Leases & Successful Efforts Accounting Course, Leading to Diploma – Postgraduate – in Upstream Oil and Gas Accounting and Contracts, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.
60. Advanced Events and Protocol Management Programme, Leading to Postgraduate Certificate in Advanced Events and Protocol Management, Accumulating to a Postgraduate Diploma, with 180 Additional Credit-Hours.
61. Advanced Protocol and Events Management Course, Leading to Diploma – Postgraduate – in Advanced Protocol and Events Management, Triple-Credit, 90 Credit-Hours, Accumulating to a Postgraduate Certificate, with 90 Additional Credit-Hours, and a Postgraduate Diploma, with 270 Additional Credit-Hours.
62. Events Project Management Enhancement Strategy, Leading to Diploma – Postgraduate – in Events Project Management Enhancement Strategy, Triple-Credit, 90 Credit-Hours,





## Prof. Dr. Crawford's Recent Course Deliveries, for HRODC Postgraduate Training Institute.

Accumulating to a Postgraduate Certificate, with 90 Additional Credit-Hours, and a Postgraduate Diploma, with 270 Additional Credit-Hours

63. Warehouse Management, Material Handling, Storage and Logistics Operation Course, Leading to Diploma - Postgraduate - in Warehouse Management, Material Handling, Storage and Logistics Operation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

[Click To Contents](#)

## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

1. Video about 'Delegation as a Systematic Process', as is Expounded by Prof Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours. Kuala Lumpur, Malaysia;
2. Video of the Award Ceremony for 'Diploma - Postgraduate - in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours', accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE). Awarding Institution: HRODC Postgraduate Training Institute;



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

3. Video describing 'Diversity Mismanagement and Its Implications for Organisational Effectiveness: Exploring Prof. Dr Crawford's Empirical Research Findings' in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate\_Diploma, with 330 additional Credit-Hours, HRODC Postgraduate Training Institute, Kuala Lumpur, Malaysia;
4. Video of Award Presentation for 'Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours', Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
5. Video of 'A Video-Enhanced Online Taster Course to #031', Organisational Design: Structuring and Restructuring Organisations Course, Leading to Diploma – Postgraduate – in Organisational Design: Structuring and Restructuring Organisations, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 344 additional Credit-Hours;
6. Video describing 'Big Brand Complacency and the Resultant Market Forces Problems', Part 1, Explored by Prof Dr R B Crawford HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
7. Video describing 'Big Brand Complacency and the Resultant Market Forces Problems', Part 2, Explored by Prof Dr R B Crawford HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;

8. Video distinguishing between Education, Training, and Development, by Prof Dr R. B. Crawford, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
9. Video discussing the 'Key Challenges Faced by Large Organisations, in a VUCA Environment' (Part 1), by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
10. Video discussing the 'Key Challenges Faced by Large Organisations, in a VUCA Environment' (Part 2), by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
11. Video discussing the 'Key Challenges Faced by Large Organisations, in a VUCA Environment' (Part 3), by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL,





## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);

12. Video of 'Post-Award Photo Opportunity' for Recipients of Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);

13. Video of 'Salient Issues in Organisational Change Management' Part 1, being addressed by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);

14. Video of 'Salient Issues in Organisational Change Management' Part 2, being addressed by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);

15. Video of 'Salient Issues in Organisational Change Management' Part 3, being addressed by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);

16. Video of 'Salient Issues in Organisational Change Management' Part 4, being addressed by Prof Dr R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
17. Video of 'Conflict and Role Conflict' being discussed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
18. Video of 'Worker Commitment' being addressed by Prof Dr R B Crawford, HRODC Postgraduate Training Institute, Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

19. Video of 'Political Economic Social Technological Ecological Legal Factors' being addressed by Prof Dr R B Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
20. Video of 'Algorithm' being introduced By Professor Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
21. Video of 'External Environmental Analysis' being addressed by Professor Dr. Ronald Crawford of HRODC PG Institute, in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
22. Video of Prof. Dr. R. B. Crawford, Director, HRODC Postgraduate Training Institute, Introducing the 'VUCA Environment', in Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course, Leading to Diploma Postgraduate in Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit, 60 Credit-Hours,





## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

- accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
23. Video of 'Title Plan, Title Searchers, Title Abstractors, in Conveyancing', being explained by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Conveyancing and Property Valuation Course, Leading to Diploma - Postgraduate - in Conveyancing and Property Valuation, Dubai, United Arab Emirates (UAE);
24. Video of 'Job Design' (Part 1), being explained by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, to Delegates, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours. Dubai United Arab Emirates (UAE);
25. Video of 'Job Design' (Part 2), being explained by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, to Delegates, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours. Dubai United Arab Emirates (UAE);
26. Video of 'Management Succession', being explained, to Sri Lankan Delegates, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, Kuala Lumpur, Malaysia;
27. Video of 'Motivation and Change as Salient Issues in Human Resource Management', being addressed, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, by Prof Dr. R. B. Crawford, HRODC Postgraduate Training Institute, Kuala Lumpur Malaysia;

28. Video of 'Organisational Flexibility, Workforce Flexibility, and Flexible Working, Part 1', being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
29. Video of 'Organisational Flexibility, Workforce Flexibility, and Flexible Working, Part 2', being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
30. Video of Pertinent Issues in Conveyancing and Property Valuation, being discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in 'Conveyancing and Property Valuation Course', Leading to 'Diploma - Postgraduate - in Conveyancing and Property Valuation', , Dubai, United Arab Emirates (UAE);
31. Video of 'Property Surveys' being discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Conveyancing and Property Valuation Course, Leading to Diploma - Postgraduate - in Conveyancing and Property Valuation, Dubai, United Arab Emirates (UAE);
32. Video of 'Trade in Agriculture', in Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours. being discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, London, UK;

33. Video of the Structure of the World Trade Organisation, being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, at Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, London, UK;
34. Video of 'Normal Value Calculation, in Anti-Dumping, Anti-Subsidy, being exemplified by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Central London, UK;
35. Video of 'Diversity Mismanagement in Organisations', addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
36. Video of 'Technical Barriers To Trade', being discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in, Services Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate





## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Central London, UK;

37. Video of 'Role Negotiation', incorporating the 'Delphi Technique', in HRM, explored by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours. Kuala Lumpur, Malaysia;
38. Video of 'Delegation in Organisation', being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, at Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours., Kuala Lumpur, Malaysia;
39. Video of a discussion of 'Personnel Management, Human Resource Management, Management Development, and Salient Change Management Issues', by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Strategic and Operational Human Resource Management in an International Context Course, Leading to Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
40. Video of the Award Ceremony for 'Diploma - Postgraduate - in Strategic and Operational Human Resource Management in an International Context, Double-Credit, 60 Credit-Hours', accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours. Awarding Institution: HRODC Postgraduate Training Institute, Kuala Lumpur, Malaysia;
41. Video of 'Salient Issues in Strategic Management and Strategic Cost Management' being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, at 'Strategic



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Management and Strategic Cost Management Course, Leading to Diploma - Postgraduate - in Strategic Management and Strategic Cost Management, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours;

42. Video of 'Crucial Issues in Warehouse Management', addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Warehouse Management, Material Handling, Storage and Logistics Operation Course, Leading to Diploma - Postgraduate - in Warehouse Management, Material Handling, Storage and Logistics Operation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
43. Video of 'Warehousing, MRP, and JIT', as discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, Kuala Lumpur, Malaysia, in Warehouse Management, Material Handling, Storage and Logistics Operation Course, Leading to Diploma - Postgraduate - in Warehouse Management, Material Handling, Storage and Logistics Operation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours;
44. Video of 'Factoring' being Discussed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, Kuala Lumpur, Malaysia, in Warehouse Management, Material Handling, Storage and Logistics Operation Course, Leading to Diploma - Postgraduate - in Warehouse Management, Material Handling, Storage and Logistics Operation, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours;
45. Video of 'Welfare Question' being addressed by Prof. Dr. Crawford, Director, HRODC Postgraduate Training Institute, at Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

46. Video of 'Question and Answer Time', with Prof. Dr. Crawford, Director, HRODC Postgraduate Training Institute, at Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours;
47. Video of Introduction being given by Prof. Dr. Crawford, Director, HRODC Postgraduate Training Institute, at Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
48. Video of Prof. Dr. R. B. Crawford, Director, HRODC Postgraduate Training Institute, exploring 'Salient Issues in UK Employment Law', at Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
49. Video of Introduction of Prof. Dr. Crawford, Director, HRODC Postgraduate Training Institute, at Employment Law Course, Leading to Diploma – Postgraduate – in UK Employment Law, Double Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Kuala Lumpur, Malaysia;
50. Video of 'Succession Planning: Its Finer Points', being addressed by Prof. Dr. R. B. Crawford, Prof. Dr. R. B. Crawford, at 'Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours', accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
51. Video of 'Job Design as an important feature of Performance Management', as addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a





## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;

52. Video of 'Taxonomy of Educational Objectives', being addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
53. Video of a Distinction Between 'HR Deployment Chart' and 'Management Succession Chart', by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
54. Video of a discussion of 'Subsystem and Individual Training Needs', by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, at Training Needs Analysis: Determining Training Needs Course, Leading to Diploma – Postgraduate – in Training Needs Analysis, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hour, Amsterdam, The Netherlands;
55. Video of the Presentation of 'Micro Organisational Development (Micro OD), in Training Needs Analysis (TNA)', by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Training Needs Analysis: Determining Training Needs Course, Leading to Diploma – Postgraduate – in Training Needs Analysis, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hour, Amsterdam, The Netherlands;
56. Video of 'Crucial Aspects of Training Needs Analysis', being discussed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, at Training Needs Analysis: Determining Training Needs Course, Leading to Diploma – Postgraduate – in Training Needs Analysis, 36



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hour, Amsterdam, The Netherlands;

57. Video of Prof. Dr. R. B. Crawford, of HRODC Postgraduate Training Institute, expounding 'Diversity Management, Diversity Mismanagement, Diversity Strategy, Diversity Policy, Diversity Inclusion, Diversity Cost, and Indirect Diversity Costs, in Diversity Management: A Value-Added Inclusion Course, Leading to Diploma - Postgraduate in Diversity Management, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Central London, UK;
58. Video of a discussion of 'Subsidy and Anti-Subsidy', by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, at Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
59. Video of 'Pertinent Issues in Strategic Management and Project Management' (Part 1), being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic Management and Project Management Course, Leading to Diploma – Postgraduate – in Strategic Management and Project Management, Double Credit, 72 Credit-Hours, accumulating to a Postgraduate Certificate, with 108 additional Credit-Hours, and a Postgraduate Diploma, with 288 additional Credit-Hours, Central London, United Kingdom (UK);
60. Video of 'Pertinent Issues in Strategic Management and Project Management' (Part 3), being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic Management and Project Management Course, Leading to Diploma – Postgraduate – in Strategic Management and Project Management, Double Credit, 72 Credit-Hours, accumulating to a Postgraduate Certificate, with 108 additional Credit-Hours, and a



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

Postgraduate Diploma, with 288 additional Credit-Hours, Central London, United Kingdom (UK);

61. Video of 'Pertinent Issues in Strategic Management and Project Management' (Part 4), being addressed by Prof. Dr. Crawford, HRODC Postgraduate Training Institute, in Strategic Management and Project Management Course, Leading to Diploma – Postgraduate – in Strategic Management and Project Management, Double Credit, 72 Credit-Hours, accumulating to a Postgraduate Certificate, with 108 additional Credit-Hours, and a Postgraduate Diploma, with 288 additional Credit-Hours, Central London, United Kingdom (UK);
62. Video of 'Crucial Issues in the Management of Individual Performance' (Part 1), being addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
63. Video of 'Crucial Issues in the Management of Individual Performance' (Part 2), being addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
64. Video of 'Crucial Issues in the Management of Individual Performance' (Part 3), being addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;





## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

65. Video of 'Crucial Issues in the Management of Individual Performance' (Part 4), being addressed by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, in Managing Individual Performance Course, Leading to Diploma – Postgraduate – in Managing Individual Performance and Executive Management Block 6, 30 credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours, Kuala Lumpur, Malaysia;
66. Video of Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, 'Striking a Chord on Dumping and Competition', at Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE);
67. Video 'Exploring Pertinent Issues in Anti-Dumping and World Trade', in Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course, Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours. Presenter: Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute, Dubai, United Arab Emirates (UAE);
68. Video of 'International Trade', being Discussed, in 'Anti-Dumping, Anti-Subsidy, and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course', Leading to 'Diploma - Postgraduate - in 'Anti-Dumping, Anti-Dumping and Trade in Services, Double-Credit, 60 Credit-Hours', accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit Hours, Dubai, United Arab Emirates (UAE). Presenter: Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute;



## Video Links To Some of Prof. Dr. R. B. Crawford's International Course Deliveries, and Award Ceremonies. Click on Respective Titles, Below, To View Video.

69. Video of the Introduction of the Presenter of 'Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course', Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE). Presenter: Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute;
70. Video of Discussion of Pertinent Issues in 'Anti-Dumping, Anti-Subsidy and Trade in Services: Investigation, Determination, Countervailing Measures, Sunset Review, Suspension and National Security Course', Leading to Diploma - Postgraduate - in Anti-Dumping, Anti-Subsidy and Trade in Services, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours, Dubai, United Arab Emirates (UAE). by Prof. Dr. R. B. Crawford, HRODC Postgraduate Training Institute.

[Click To Contents](#)

## Prof. Dr. Crawford's Most Recent Occupational Experience.

Period	Name Of Organisation	Position Held	Responsibilities
Feb 2003 – Dec 2004	University of Greenwich Business School,	➤ Programme Leader of	➤ Programme Development;



# Prof. Dr. Crawford's Most Recent Occupational Experience.

	<p>London, United Kingdom</p>	<p>Combined Studies;</p> <ul style="list-style-type: none"> <li>➤ Senior Lecturer in Human Resource Management and Organisational Behaviour;</li> <li>➤ Leader of Organisational Behaviour;</li> <li>➤ Doctoral Research Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>➤ Providing direction to lecturers in Human Resource Management and Organisational Behaviour;</li> <li>➤ Provision of Course Advice to Combined Honours Students;</li> <li>➤ Counselling Combined Honours Student;</li> <li>➤ Representing Combined Honours Students to other Schools within the University;</li> <li>➤ Representing the University to External Agencies for Combined Studies;</li> <li>➤ Chairing Examination Panels for Combined Studies;</li> <li>➤ Representing Combined Honours Students at Examination Boards;</li> <li>➤ Liaising with Combined Honours Counterparts in other Schools within the University;</li> <li>➤ Admission of Students into Combined Honours Programme;</li> <li>➤ Transferring Students across course and subject areas.</li> <li>➤ Undergraduate Dissertation Supervision;</li> <li>➤ Postgraduate Research Supervision;</li> <li>➤ Doctoral Research Supervision</li> </ul>
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# Prof. Dr. Crawford's Most Recent Occupational Experience.

<p>Jan 1998 – Jan 2003</p>	<p>University Of Wolverhampton, Wolverhampton Business School, United Kingdom</p>	<ul style="list-style-type: none"> <li>➤ Senior Lecturer of Organisations I Behaviour &amp; Human Resource Management;</li> <li>➤ Leader of Organisations I Behaviour;</li> <li>➤ Doctoral Research Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>➤ Teaching; Supervision of Post-graduate &amp; Undergraduate Dissertations;</li> <li>➤ Lecturer in Research Methods</li> <li>➤ Module Leader of:             <ul style="list-style-type: none"> <li>• Foundations of People Management;</li> <li>• Contemporary Organisational Behaviour;</li> <li>• Human Resource Management.</li> <li>• Strategic Human Resource Management</li> </ul> </li> <li>➤ Doctoral Research Supervision</li> </ul>
<p>Jan 1988 - Dec 1997</p>	<p>London South Bank University Business School, London United Kingdom</p>	<p>Lecturer and Unit Leader; Personal Tutor Research Supervisor</p>	<ul style="list-style-type: none"> <li>➤ Unit Leader of:             <ul style="list-style-type: none"> <li>• Management Studies I;</li> <li>• Management Studies II;</li> <li>• People &amp; Organisations;</li> <li>• Introduction To Business;</li> <li>• Structure Of Business</li> <li>• Organisational Analysis</li> <li>• Organisation &amp; Human Resource Development.</li> </ul> </li> <li>➤ Lecturer on a range of courses including:             <ul style="list-style-type: none"> <li>• MSc. International Business;</li> </ul> </li> </ul>



# Prof. Dr. Crawford's Most Recent Occupational Experience.

- MSc. Scientific Computing;
- MSc Scientific Information Technology;
- BSc (Hons) Food Science;
- BSc. (Hons) Applied & Environmental Biology;
- BA (Hons) Business Studies,
- BA (Hons) Accounting & Finance,
- BSc (Hons) Building Services Engineering.

- Personal Tutor;
- Supervision of Undergraduate and Research Projects;
- Supervision of Postgraduate Dissertations;
- Chartered Institute of Personnel and Development (CIPD) Project Supervision.

[Click To Contents](#)



## Prof. Dr. Crawford's Listing in University of Wolverhampton's 'Expert Guide Publication'.

Year of Expert Guide Publication	Published Expertise in 'Expert Guide'
2000	Leadership Styles
2000	Management {Leadership Styles}
2000	Organisational Culture
2000	Organisational Structure





## Prof. Dr. Crawford's Significant Institutional Contribution, To: University of Wolverhampton Business School, and University of Greenwich Business School.

### Significant Institutional Contribution: University of Wolverhampton Business School:

His roles within the University of Wolverhampton Business School incorporated:

- Doctoral Research Supervisor.
- Head of Human Resource Management;
- Head of Organisational Behaviour;
- Module Leader;
- Postgraduate Research Supervisor;
- Undergraduate Research Supervisor;

In his capacity as Senior Lecturer of Human Resource Management and Organisational Behaviour, he made the following Significant Contributions:

- Enhanced the People Management Course, editing the Inhouse Course Book, published by the Courseware Development Unit. It became the required text, that all students studying the module were required to purchase. People Management grew in popularity and was a Core Module, in most Schools within the University, including:
  - Wolverhampton Business School,
  - Wolverhampton School of Art
  - School of Humanities
  - School of Sciences
  - University of Wolverhampton Law School
- Conducted a series of **Empirical Research**, from which I produced several articles. In one academic year, he presented **thirteen (13) different Papers at thirteen (13) International Conferences**, leading to Published Conference Proceedings and Refereed Journal Articles. His Empirical Research Dissemination contributed greatly to



## Prof. Dr. Crawford's Significant Institutional Contribution, To: University of Wolverhampton Business School, and University of Greenwich Business School.

the University's International Popularity, improving its HFCE Rating and Times Higher Education Rank.

He boosted Student Recruitment, by:

- The Creation of Videos about the University and the Business School, Individual Programmes and Modules, packed with interviews with, and comments, from, lecturers, current and past students;
- Reorganising Open Days, to facilitate the use of the pre-recorded videos with comments from lecturers and students, regarding modules and courses;
- Staging of Road Shows, in different counties and countries, utilising the video-resources that he previously created, along with pre-printed booklets;
- Visiting schools and colleges, to provide prospective students with taster sessions of the courses that they were likely to study at our university;
- Positioning a panel of lecturers and students who addressed questions from prospective students, in real-time, regarding their chosen courses and programmes.

He enhanced his colleagues' teaching and research capability by:

- Providing them and external colleges with PowerPoint Presentations, for their lectures;
- Developing Lecture Guide for all areas;
- Developing Seminar Activities, for each topic in Organisational Behaviour and Human Resource Management;
- Holding Standardisation Meetings, prior to their marking of essays and examinations;
- Moderate Assignment and Examination Marks;
- Helping them to construct Multiple-Choice Questions;
- Designing several Banks of Multiple-Choice Examinations;
- Helping them to develop and utilise Detailed Objective Marking Schemes, for use with assignments, examinations and dissertations;
- Supporting them in their Research-Specific Professional Development. His input was particularly important for them because the Dean had established an ultimatum for all pre-



## Prof. Dr. Crawford's Significant Institutional Contribution, To: University of Wolverhampton Business School, and University of Greenwich Business School.

existing staff, with undergraduate qualifications and below, to gain a Postgraduate Degree. Several of them, who made efforts to comply with the Dean's stipulation, had problems with their dissertation. While his Research Methods Classes were open to them, they were intimidated to attend them, with the students whom they also taught. In their support, he wrote a series of articles on Research Methods, that he shared with them, as well as with his students. he also gave them some relevant coaching. They succeeded in completing and submitting their dissertations, some receiving their Awards just before the expiration of the deadline that the Dean had established.

- Helping some to develop proposals for their Doctoral Research;
- Provided them with needed guidance in the students' Dissertation Supervision. This measure incorporated the use of annotations and the provision of guidance and written comments to students;
- Contributing to Research Seminars, for the benefit of those with limited research exposure.

### Significant Institutional Contribution: University of Greenwich Business School

In the University of Greenwich Business School, he was a Programme Leader, Personal Tutor, Head of Human Resource Management and Organisational Behaviour, as well as Undergraduate and Postgraduate Research Supervisor. he was also expected to deliver Conference Papers and submit Journal Articles. Most of his colleagues, who were not research-active had a heavy teaching load and script-marking schedule. Marking had to be done within a narrow window, to facilitate external marking and Examination Boards.

At the end of each Semester, most lecturers were locked away in a Hall, where they marked and moderated scripts, from within the University and its Affiliate Colleges. he resolved their most





## Prof. Dr. Crawford's Significant Institutional Contribution, To: University of Wolverhampton Business School, and University of Greenwich Business School.

pressing problems, those of preparing and delivering lectures, conducting seminars, and marking examination scripts, by:

- Providing his colleagues and external colleges with PowerPoint Presentations, for their lectures, accompanied by Lecturer Guide and Seminar Activities, for Organisational Behaviour and Human Resource Management;
- Teaching them to develop 'Objective marking Schemes';
- Helping them to construct Multiple-Choice Questions;
- Designing Banks of Multiple-Choice Examinations;
- Designing a Computerised Answer Sheet;
- Working with his Information and Communication Technologies' Colleagues to develop a program that was capable of perfecting the following:
  - Read the Computerised Answer-Sheets;
  - Record correct responses;
  - Calculate the marks;
  - Enter the marks on individual student's profile.

His colleagues, who observed that 'life at the Business School had never been more pleasant, greatly appreciated his effort. They were highly motivated, translating in their improved lecture quality, greater student-interaction and enhanced overall results. As he has exemplified, below, his Institutional Contribution, also included students.

When he assumed the Combined Honours' Programme Leadership, at the University of Greenwich, there was a high failure rate among first-year Combined Honours Students, consequent to their choice of inappropriate courses. The problem was not uncovered until Semester 2, when it was normally too late to change courses. This issue is exemplified by those who studied a half programme in Computing, with Information Systems, but who had little Mathematical Aptitude. Because the problem was detected only towards the end of the Second Semester (Year 1), they faced failure and resit, which, in most cases, also resulted in failure.



## Prof. Dr. Crawford's Significant Institutional Contribution, To: University of Wolverhampton Business School, and University of Greenwich Business School.

To reduce the frustration among students and improve our retention, and eventual pass rate, in that year, he worked with other Programme Leaders and Personal Tutors to change their problematic half programmes. Lecturers agreed to provide additional support for them to sit some modules during that Semester, while he championed their cause, at the subsequent Examination Board, to enable them to carry over any failure to Year 2. We arranged their Years 1 and 2 Timetables, avoiding clashes. They all succeeded, in both years, progressing to Year 3, several achieving 1st Class and 2.1 Award, on Graduation.

Following our unfortunate experience, detailed above, Prof. Crawford worked with his colleagues, to provide clear guidance to all students, particularly those of Combined Honours, regarding the changing expectations of their courses. We also instituted a Report System, wherein Module Leaders provided frequent feedback to Programme Leaders and Personal Tutors, on the progress of their students, prior to their End of Semester Examinations. This measure facilitated their provision of the necessary support, to students, where necessary, thereby drastically increasing their success rate.

Because he developed his colleagues to be more self-reliant, they, eventually, demanded less of his time, thereby allowing him to devote much of his effort to Research, Research Training, Conference Attendance and Journal Publications. His overall support for his colleagues and students greatly enhanced the University's HEFCE Rating, and 'Times Higher Education (THE) Rank'.

[Click To Contents](#)

## Prof Dr. Crawford's External Contribution.

**Outside HRODC Postgraduate Training Institute, Prof. Dr. Crawford's UK and International former and current Academic Roles include:**



## Prof Dr. Crawford's External Contribution.

- Senior Lecturer of Organisational Behaviour and Human Resource Management, in University of **Wolverhampton Business School**;
- Senior Lecturer in Organisational Behaviour and Human Resource Management, **University of Greenwich Business School**,
- Visiting Professor, Polytechnic University of the Philippines;
- Research and Business Tutor, **University of London - Royal Holloway**,
- Executive Editor, *Journal of Pro-Poor Growth*;
- Track Chair and currently conference committee member of the **European Conference for Research Methodology (ECRM)**,
- Conference and Journal Reviewer/ Editor;
- Book Pre-Publication Reviewer/ Editor – Information Systems;
- Reviewer for **Academy of Management (AOM) Journal**, and
- *Critical Management Studies* Reviewer;
- Reviewer and Assessor, *Critical Management Studies (CMS) Dark Side Case-Writing Competition*;
- Member of Reviewing Panel for **Association of Chartered Certified Accountants (ACCA)**
- Pre-publication review of a book on Information Systems (Details not given because of confidentiality) - Publisher: Edward Arnold, 1996.
- Member of Convocation, **University of London**;
- Member of Conference Committee European Conference on Research Methods in Business and Management (ECRM), **Reading University, UK**, 29th – 30th March 2004
- Article Reviewer for the 3<sup>rd</sup> European Conference on Research Methods in Business and Management (ECRM), **Reading University, UK**, 29th – 30th March 2004
- Article Reviewer for the **Academy of Management (USA)**, in the area of 'Gender and Diversity in Organisations', 2003.
- Article Reviewer for the **Academy of Management (USA)**, in the area of 'Gender and Diversity in Organisations', 2004





[Click To Contents](#)

## Prof Dr. Crawford's Academic Focus.

**Prof Dr. Crawford is an Academic and Consultant who has delivered numerous lectures to university students, to delegates coming from different organisations and to private individuals since 1988, in the areas of:**

- Oil and Gas – Petroleum - Operation;
- Upstream Oil & Gas Accounting;
- Mineral Rights, Leases and Contracts;
- Successful Efforts Accounting;
- Advanced Oil and Gas Accounting: International Petroleum Accounting;
- Advanced Value Engineering;
- Human Resource Management (HRM) in the Oil and Gas Industry;
- Human Resource Management – Generally;
- Time Management;
- International Relations;
- Protocol Management;
- Information, Risk, Security and Crisis Management;
- Human Resource Competency Framework;
- Managerial Competency Framework;
- Control and Quality Systems;
- Financial Risk Management;
- Mergers and Acquisitions;
- Protocol Management;
- Real Estate Management, incorporating Conveyancing and Property Valuation;
- Strategic Management Accounting;



## Prof Dr. Crawford's Academic Focus.

- Warehouse management;
- Logistics and Supply Chain;
- UK Employment Law;
- UK Consumer Protection Law;
- Advanced English Grammar;
- Use of English;
- Intellectual Property Law;
- Organisational Behaviour;
- Anti-Dumping, Anti-Subsidy and Sunset Review;
- Diversity Management;
- Research Methodology;
- Trainer Training;
- Organisational Development and Change Management.

Some of his engagement can be viewed at

<https://www.youtube.com/user/HRODCPGInstitute/videos>

[Click To Contents](#)

## Prof Dr. Crawford's Books & Chapters.

Crawford, R. B. (1996), *Lecture Supplement #5*, London South Bank University, London;

Crawford, R. B. (1999), 'Introduction To Formal Organisations', in *Foundations of People Management* (pp. 8-18), University of Wolverhampton, Courseware Development Unit, Wolverhampton;

Crawford, R. B. (1999), 'Organisational Structure: An Introduction', in *Foundations of People Management* (pp. 99-103), University of Wolverhampton, Courseware Development Unit, Wolverhampton;



## Prof Dr. Crawford's Books & Chapters.

Crawford, R. B. (2001), *Gender, Race & Ethnicity: Key Elements of Unexploited Workforce Diversity*, University of Wolverhampton, Wolverhampton.

[Click To Contents](#)

## Prof Dr. Crawford's Research Activities.

An ardent researcher, Prof. Dr. Crawford's contribution to knowledge is disseminated through:

- International Journals;
- International Conferences;
- International Public Courses or Seminars;
- In-house Employee Development;
- In-house Publications, and Web Publications.

### Commercialisation of His Research

Some of his works have been published as chapters in books, as books and as articles, which are available in Universities; and on portals such as Amazon ([www.amazon.com](http://www.amazon.com)); Itunes ([www.itunes.apple.com](http://www.itunes.apple.com)); World Cat ([www.worldcat.org](http://www.worldcat.org)); EBJRM ([www.ejbrm.com](http://www.ejbrm.com)); ISSUU ([www.issuu.com](http://www.issuu.com)); University College London ([www.eprints.ioe.ac.uk](http://www.eprints.ioe.ac.uk)); Ethos E-Theses Online Service – British Library ([www.ethos.bl.uk](http://www.ethos.bl.uk)); free patents online ([www.freepatentsonline.com](http://www.freepatentsonline.com)); Questia ([www.questia.com](http://www.questia.com)); books.google.com ([www.books.google.com](http://www.books.google.com)); University of Wolverhampton Books ([www.capitadiscovery.co.uk](http://www.capitadiscovery.co.uk)); and EBSCO Publishing ([www.connection.ebscohost.com](http://www.connection.ebscohost.com)).

Some of these are tabulated below.

[Click To Contents](#)





## Prof Dr. Crawford's Conference Papers.

Professor Crawford is 'research active' and has presented a number of Papers at International Conferences. Recent Conference Papers include:

- Crawford, R. B. (July, 2001), 'Gender, race & ethnicity: Key elements of unexploited workforce diversity', A Paper presented at: 'Rethinking Gender, Work And Organisation', Gender, Work and Organisation Conference - An international **Interdisciplinary Conference, at Keele University, Staffordshire, UK, June 27-29, 2001;**

**\*\*Please Note\*\***

- The above Paper exceeds 90 pages in length and has been published as a book, which is available from:
  - ❖ University of Wolverhampton, at: [Click Link](#)
  - ❖ WorldCat, at: [Click Link](#).
- Crawford, R. B. (2001), 'Structural flexibility and managerial choice: A comparative case study', A Paper presented at: the **4th Asian Academy of Management Conference (Malaysia), November 10-13, 2001.**
- Crawford, R. B. (2001), 'Industrial and commercial response to flexibility: The place of UK Universities in meeting the technological challenge',\_A Paper presented at: "The Role of Universities in a Knowledge Driven Economy" - **Conference of Association of South East Asian Institutions of Higher Learning, Philippines, December 2-4, 2001.**
- Crawford, R. B. (2002), 'The development & value of ethnomethodology: conceptual, contextual and empirical illustrations', A Paper presented at: 'Ethnomethodology: A Critical Celebration'. A Conference Sponsored By The Sociological Review (Blackwell Publishers) and Culture And Organization (Routledge/ Taylor And Francis) and Organised In Conjunction With: **The International Institute For Ethnomethodology And Conversation Analysis. University of Essex, United Kingdom, March 20 – 22, 2002**
- Crawford, R. B. (2002), 'Triangulating research methods in case studies: an empirical representation', A paper presented at the: **European Conference On Research Methodology For Business and Management Studies, Reading University, Reading. UK, 29-30th April 2002**



## Prof Dr. Crawford's Conference Papers.

- Crawford, R. B. (2002), The Cultural Significance Of Gestures And The Counterbalance Of Kinesics And Kinesiology. A Paper presented at: **The First Congress of the International Society for Gesture Studies College of Communication University of Texas at Austin, June 5-8, 2002**
- Crawford, R. B. (2002), 'On-line learning and lecturers' intellectual property rights: A legal-empirical analysis of the European and Asian implications'. A Paper Presented At: **The Association of South East Asian Institutions of Higher Learning (ASAIHL) Conference on: 'Lifelong Learning', Singapore, June 17 – 19, 2002.**
- Crawford, R. B. (2002) 'Gender Race and Ethnic Relations at Work: An Empirical Analysis' A Paper presented at the **XVth International Sociological Association World Congress of Sociology, Brisbane, Australia, July 7-13, 2002**
- Crawford, R. B. (2002), 'The Myths And Realities Of Decision-Making In Matrix And Hierarchical Structures: A Comparative Case Analysis'. A Paper presented at the: **XVth ISA World Congress of Sociology, The Social World in the Twenty First Century: Ambivalent Legacies and Rising Challenges, Research Committee on Participation and Self-Management RC10, Brisbane, Australia, July 7-13, 2002**
- Crawford, R. B. And Chow, I. (2002) "Change Acceleration: Success With Individual And Organisational Casualties", A Paper accepted for presentation at: **The 20th International Conference of The Standing Conference on Organisational Symbolism, 'Speed: Research and Representation in the Age of Instantaneous Organization', 10th – 13th July, 2002, Budapest, Hungary**
- Crawford, R. B. (2003), 'Gender disparity in organisation and the resultant human resource mismanagement: a case analysis A paper presented at the: **European Conference On Research Methodology For Business and Management Studies', Reading University, Reading. UK, 20-21st March, 2003**
- Crawford, R. B. (2003), 'Workforce Flexibility, Flexible Working and Distance Education: Their Facilitation of Women's Choice', A Paper Presented At **The International Employee Relations Conference - Regulation, deregulation and re-regulation: the scope of employment relations - University of Greenwich, UK, July 8 – 11, 2003.**
- Crawford, R. B. (2003), 'The UK's Growing Demand For Computer Mediated Distance Education And The Legal Basis Of Their Creators', A Paper Presented at the joint meeting of



## Prof Dr. Crawford's Conference Papers.

the International Conference on Education and Information Systems: Technologies and Applications (EISTA '03) and **International Conference on Computer, Communication and Control Technologies (CCCT '03). Orlando USA, July 31-Aug 2, 2003.**

- Crawford, R. B. (2003), Contemporary Diversity Management: Beyond Legal Requirements; Towards Enhanced Organisational Effectiveness, Keynote Address to: **Equality & Diversity Conference, National Probation Service - West Midlands, Novotel, Wolverhampton, October 17, 2003.**
- Crawford, R. B. (2004), 'Gender and family Responsibility' A Paper Presented at the joint meeting of the **International Conference on Education and Information Systems: Technologies and Applications (EISTA '04). Orlando USA, July 21-25, 2004.**
- Crawford, R. B. (2004), Gendered Perceptions of Work-Life Balance and Expectations of Flexible Working?: An Empirical Analysis, A Paper Presented at **The European Conference on Research Methodology for Business and Management Studies, University of Reading, UK, 29th – 30th March 2004**
- Crawford, R. B. (2005), 'Gender relation at work' and its morale implications: A Paper Presented at the **4th European Conference on Research Methods in Business and Management Université Paris-Dauphine, Paris, France, 21-22 April 2005.**

[Click To Contents](#)

## Prof. Dr. Crawford's Empirical Research Publications: Journals and Conference Proceedings.

- Crawford, R. B. (June 2001), 'Gender, race & ethnicity: Key elements of unexploited workforce diversity', Gender, Work and Organisation (Published Abstract of Conference Proceedings), Keele University, Staffordshire, UK
- Crawford, R. B. (Nov. 2001), 'Structural flexibility and managerial choice: A comparative case study', Asian Academy of Management Journal (Published Conference Proceedings).





## Prof. Dr. Crawford's Empirical Research Publications: Journals and Conference Proceedings.

- Crawford, R. B. (December 2001.), 'Industrial and commercial response to flexibility: The place of UK Universities in meeting the technological challenge', Association of South East Asian Institutions of Higher Learning (Published Conference Proceedings), Philippines.
- Crawford, R. B. (2002), "Triangulating research methods in case studies: an empirical representation', European Conference on Research Methodology for Business and Management Studies, ECRM 2002 (ISBN: 0-9540488-3-0).
- Crawford, R. B. (2002), 'On-line learning and lecturers' intellectual property rights: A legal-empirical analysis of the European and Asian implications, Proceedings of Association of South East Asian Institutes of Higher Learning 2002, Singapore, Nanyang Technological University (ISBN: 98 – 04 – 6756 – 7).
- Crawford, R. B. (2003), '*Gender disparity in organisation and the resultant human resource mismanagement: A case analysis*', *Electronic Journal of Business Research Methods*, 2 (1)
- Crawford, R. B. (2003), 'The UK's Growing Demand For Computer Mediated Distance Education And The Legal Basis Of Their Creators', Post-Conference Proceedings of **the International Conference on Education and Information Systems: Technologies and Applications, Orlando, Florida, USA.**
- Crawford, R. B. (2003), 'Gender disparity in organisation and the resultant human resource mismanagement: a case analysis', *Electronic Journal of Business Research Methods*
- Crawford, R. B. (2003), 'Gender disparity in organisation and the resultant human resource mismanagement: a case analysis', **European Conference on Research Methodology for Business and Management Studies, ECRM 2003 (ISBN: 0-9540488-9-X)**
- Crawford, R. B. (2003), 'Workforce Flexibility, Flexible Working and Distance Education: Their Facilitation of Women's Choice', **Refereed Conference Proceedings of The International Employee Relations Conference - Regulation, deregulation and re-regulation: the scope of employment relations - University of Greenwich, UK, July 8 – 11, 2003.**
- Crawford, R. B. (2004), with Professor Chow, "Gender, Ethnic Diversity and Career Advancement in the Workplace: The Social Identity Perspective", ***Society for the Advancement (SAM) of Management - Advanced Management Journal*, 69 (3): 22-31 – Summer, 2004.**



## Prof. Dr. Crawford's Empirical Research Publications: Journals and Conference Proceedings.

- Crawford, R. B. (2004), *Gendered Perceptions Of Work-Life Balance and Expectations of Flexible Working?: An Empirical Analysis*, **Proceedings of the 3<sup>rd</sup> European Conference on Research Methods in Business and Management**, Reading University, UK, 29th – 30th March 2004
- Crawford, R. B. (2004), *Gender and Family Responsibility*, International Conference on Education and Information Systems: Technologies and Applications, **Proceedings Volume 4, USA, July 2004 (ISBN: 980-6560-11-6)**
- Crawford, R. B. (2005), 'Gender relation at work' and its morale implications: An empirical analysis of a Seychelles public sector organisation, **Published Proceedings of the 4th European Conference on Research Methods in Business and Management Université Paris-Dauphine, Paris, France 21-22 April 2005;**
- Crawford, R. B. (2018), Gender, Race and Ethnicity: Key Elements of Unexploited Workforce Diversity, **The Journal of The Institute Of Management Specialists Volume 2 Number 7 January 2018.**

[Click To Contents](#)



# Prof Dr. Crawford's Seminar Presentations.

## Some Seminars Presented by Professor Dr. Crawford include:

- *The Relationship Between Management Styles and Organisational Structure*, University of London, April 19, 1989.
- *The Matrix Structure In FE*, University of London, February 24, 1992.
- *Swim! Do Not Just Keep Your Head Above The Water*, A Paper presented at the 1st African Caribbean Graduation Awards, London, August 1997
- *Flexibility or Flexion? Organisational Design and Managerial Freedom*, Wolverhampton Business School (Oct. 1998) & Management Research Centre (Feb. 1999)
- Crawford, R. B. (2003), *Gendered Expectations of Work-Life Balance*, A Paper Presented to The Staff Seminar Series, University of Greenwich Business School, November 12, 2003.
- Crawford, R. B. (2005), *Kinesics and Kinesiology: Key Aspects of Conversational Analysis*, A paper presented to Doctoral Students and Doctoral Supervisors, University of Kwa Zulu-Natal, Edgewood Campus, March 19, 2005.

[Click To Contents](#)





# Prof. Dr. Crawford's Journal Publications, Conference Proceedings, & Seminars, Specifically Related To Workplace Diversity, and Anti-Discriminatory Practices.

## Diversity-Related External Contribution

- Article Reviewer for the **3<sup>rd</sup> European Conference on Research Methods in Business and Management (ECRM)**, Reading University, UK, 29th – 30th March 2004
- Article Reviewer for the **Academy of Management (USA)**, in the area of 'Gender and Diversity in Organisations', 2003.
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### **\*\*Please Note\*\***

- The above Paper exceeds 90 pages in length and has been published as a book, which is available from:
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[Click To Contents](#)

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[Click To Contents](#)



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2<sup>nd</sup> European Conference on  
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**Prof. R. B. Crawford**

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*References*

[Click To Contents](#)



## Prof. Dr. Crawford's Career Highlight.

Having been requested, recently, an eminent personality, to recall the highlight of his career, Professor Crawford was pleased to attest:

“The highlight of his career must have been at the conclusion of his Viva-Voce Examination for his Doctor of Philosophy (PhD) at the University of London, when the Chief Examiner uttered these unforgettable words:”

**“Today, you are being awarded your Doctorate on the condition that you Publish this Thesis in its Entirety”**

“That exhortation, added to the fact that his Thesis was sent directly to ‘Senate House’, with not even a minor correction, really takes centre stage in Career Highlights.”

[Click To Contents](#)

## Prof. Dr. Crawford's Community Involvement.

Prof. Crawford has been involved in several community activities, including the following:

- Member of Wolverhampton Citizens' Panel – 1998 to present;
- Governor of Glenbrook School, London UK, from 1987 – 1994
- Former Director, Aldridge and Brownhills Housing Trust – Walsall Housing Group, West Midlands, UK, 2002 – 2003;

Member of Wolverhampton Community Police and Speedwatch Team.



# Prof. Dr. Crawford's Signature.

*With Kindest Regards,*

  
*Prof. Dr. Ronald B. Crawford*

[Click To Contents](#)

