

Prof. Anand Agrawal

President, BlueCrest University College, Accra, Ghana

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My career is situated with a deep desire to make a difference while building institutions and empowering people to grow the skills in their communities. I have been an academic, an entrepreneur, a transformative leader, a mentor, a researcher, and a LEARNER with international experience in more than five countries in higher education. At present, I am leading the change and transformation of one of the top-ranked private educational institutes in Ghana as President of the Institute. I have a keen interest and passion in entrepreneurship, innovation, teaching, and researching in the areas of Marketing, Leadership, and Higher Education.

CAREER HIGHLIGHTS

- **International Experience:** Able to apply global standards and best practices from learning of more than 15 years of international experience across industries (including education and academia) in Asian countries (ASEAN and the Middle East), and Africa, working with diverse nationalities and cultures.
- **Leadership Experience:** Worked as President of University College, Associate Dean, associate head, department head, member of the academic council, program director, corporate leadership positions, associate director, and advisory board member.
- **Institution Building:** Experience in growing, developing, changing and transforming the institute, planning, directing, and engaging faculty members, students, alumni, staff members, and other stakeholders in executing Marketing, PR, Research, and Innovative pedagogical activities. Facilitated and empowered faculty members in developing and implementing knowledge sharing.
- **Engagement & Partnerships:** Engaged external stakeholders with academic, strategic, and administrative efforts for mutual benefits. Possess a wide and international network of businesspersons, executives, academics, and leaders. Garnered partnerships with companies like Coursera, Associations, and Councils of Universities and local communities. Formed Industry Advisory Boards.
- **Entrepreneurship Initiatives:** Led startups and Intrapreneurship. Experience in more than 4 countries in Entrepreneurship, Teaching, Research, and supervision. A large network and professional contacts with experience in corporate training.
- **Institutional Achievements:** Supervised teams to achieve recognition and accreditations from international quality agencies [AACSB, CAA (UAE), MQF (Malaysia), and SACS].
- **Curriculum Innovation:** Reviewed, designed, and launched innovative programs (International MBA, executive MBA, other programs at all levels) based on strategic initiatives.

RESEARCH AND TEACHING

Research Interest

Co-creation, Entrepreneurship, Teaching and learning, Social and Digital Marketing, Marketing Research, and Leadership.

Google Scholar Profile <https://scholar.google.ae/citations?user=KKfd7ZsAAAAJ&hl=en>

Citation indices

Citation indices	All	Since 2017
Citations	607	371
h-index	9	7
i10-index	8	4

(As on Feb 2, 2022)

- More than 19 Peer-reviewed publications
- 9 Scopus listed publications
- **ORCID:** <https://orcid.org/0000-0002-7795-5222>

Teaching Interest

Marketing: Marketing Management, Marketing Research, Marketing Strategy, Social media marketing, and digital marketing, and Research Methods.

- Experience in using technology for teaching (Blackboard/TEAMAPPS/Prezi, Multimedia cases, Moodle, ERP, social media, Slack)
- Using Simulations, experiential learning, student-centred, flipped, case method,
- collaborative, constructivism approach

WORK EXPERIENCE:

Academic and Administration

Rector and President, [BlueCrest University College, Accra, Ghana](#)

June 2019 to Present

Transformed BlueCrest Ghana (BCC) successfully

BCC was established and managed as a diploma-granting training institute when I joined in 2019. My activities and achievements are mentioned below:

- Led teams at BCC to review, revisit all processes, systems, MINDSETS, and offers to transform them to build a reputed institute of higher education granting degree and master level programs.
- Positioned BCC as an innovative tech-led (in operations and teaching – integrated with Coursera to use blended and flipped teaching), [new generation institute](#) with flexible and experiential teaching and learning (hybrid teaching – some students complete the semesters fully online with the use of courses/assets), upcoming partnered Master level Programs (with foreign Universities) [aligned with the industry](#), evidenced United Nations SDG impacts, [engaged](#) with the [community](#), and launch of new innovative programs.

- Transformed BCC into a long term sustainable HEI, now capable of easily merging with a tech-ed company focusing on skill development for non-traditional students
- Notable outcomes of the transformation
 - Obtained impact funds for the group entity (Ed-tech) from a Europe based funding agency and ongoing discussions with an Africa based investment firm to invest further in the Institute.

Associate Professor, College of Business Administration, [American University in the Emirates](#), Dubai, United Arab Emirates

Sep 2017 to May 2019

- Taught Marketing, Business Statistics, Entrepreneurship, Creativity and Innovation, and Research methods to students at Bachelor and Master levels from more than 20 countries using simulations and experiential methods.
- Contributed actively as a core committee member accreditation committee for obtaining international accreditations - AACSB, and SACS; and renewals of national accreditation of CAA (Ministry). Successfully obtained iSER approval (initial Self-evaluation by AACSB) and renewals of other accreditations.
- Mentored and advised students of diverse cultures. Reviewed and developed new courses and curriculum.
- Reviewed and developed new courses and curriculum
- Published research papers in the peer-reviewed journals
- Edited and reviewed journals
- Counselling students to increase the admission numbers and retention of students

Professor, and MBA Program Director, [Institute of Management Technology \(IMT\) Dubai](#), United Arab Emirates

Sep 2015 to Aug 2017

- Planned & implemented strategic and operational changes in the Business School.
- Reviewed and redesigned Executive MBA, MBA, and Executive Education programs by engaging external and internal stakeholders.
- Engaged corporate, government organizations, and other educational institutes to develop national and international partnerships.
- Counselling marketing, and admissions executives on their roles and plans.
- Reviewed the pedagogical methods and planned faculty development programs.
- Recruited new staff members and faculty members as per the strategic plan of the institute.

Associate Professor, and Executive MBA Program Director, Head-Marketing department, [Asian Institute of Management \(AIM\)](#), Manila, Philippines.

Nov 2013 to August 2015

- Reviewed and revised MBA program and courses after interacting with 'C' level executives across industries as head of the marketing area of expertise and program director to understand their needs and expectations using formal (focus group discussions/interviews) and informal discussions.
- Trained executives from various nationalities and different industries in management development programs – in-house and at the institute.
- Supervised business leaders in conceptualizing and solving business strategy and management problems through consulting and advising projects.
- Recruited students and executives for research and education programs.
- Planned the long-term strategy of the marketing department involving senior managers from different units and departments.
- Provided consultation to the marketing department for student recruitment.
- Visited organizations to meet C class executives in Bangladesh and India for building relationships and rapport.
- Observed the case method of teaching in classrooms taught by Harvard professors (AIM was established with the Harvard Business School's partnership) and taught graduate programs using the case method. I innovated and combined the case method with the online reflective practice for students, thus providing a chance for so-called shy students to express their views freely.
- Reviewed, relaunched, and taught in the Executive MBA program with a final semester consulting project and a multi-semester leadership course. The leadership course integrated the executive MBA program with a focus on transforming managers into leaders by highlighting how leaders deal with the practical issues in each subject of the program.
- Taught Management Development Program to senior executives of various companies in the Philippines and participated in many student success activities like monthly MBA students' reviews by teams of MBA educators, students advising & mentoring system, along with participating in re-accreditation of the AACSB.

Senior Lecturer, Associate Dean, Associate Head, School of Business and Design, [Swinburne University of Technology, Sarawak, Malaysia](#)

July 2010 to October 2013

- Co-developed the strategic, and operational plan of the school in consultation with university senior leaders, and the Head of the School.
- Launched new programs, reviewed existing programs, and achieved relevant accreditations to the programs based on the strategic plan of the University. The newly developed International MBA had features of co-teaching with industry partners, and student-centred experiential and practical learning using simulations.

- Launched an innovative course called Industry Consulting Project (ICP) to provide industry exposure to final year Bachelor of Business Programs students with partnerships from industry partners. Students completed real-life consultancy assignments with the industries thus providing practical learning
- Facilitated International MBA students (executives) in their learning and other students in their capstone projects related to business management.
- Taught courses on International Marketing Strategy, Consumer Behavior, Marketing Research, Capstone, and Consulting projects.
- Co-taught courses to MBA students
- Co-authored research papers and conference papers with colleagues and mentored junior faculty members in research writing and publications
- Studied a program called Scholarship of Teaching and Learning
- Supervised PhD students
- Recruited students to increase students' admissions through open-day activities
- Provided consultancy to local businesses for business development, tech development and streamlining operations while engaging students in the projects.

Visiting Teaching Assignments

1. La Salle University, Ozamiz, Philippines (the year 2015): a 4-day course for DBA students on International Marketing
2. SP Jain Centre of Management, Dubai Campus, UAE, Visiting Professor (the year 2009): two-week intensive workshop course on Research Methods (Business Analytics) using SPSS

Doctoral Thesis Examination

2017-18: A study of the economic impact on small and medium enterprises (SMEs), Ms Maral Ejamalian, Department of Business Administration, Faculty of Management Studies and Research, Aligarh Muslim University, Aligarh, India

Research and Industry Funding/grants

1. Obtained multiple funds from the Asian Institute of Management, Manila, the Philippines to research areas of affordances, design, collaboration, process improvements, and co-creation.
2. Industry fund: (RM 19,500) to develop a concept and android based application for tourists in Kuching
3. Industry fund: (INR 100,000) to develop a course called Little MBA

Previous Work Experience (2002 – 2009)

Duration	Institution	Roles and responsibilities
June 2009 to June 2010	College of Management Studies, IILM, Greater Noida, India	Associate Professor & Head, Marketing department Taught graduate students
Sep 2008 to May 2009	Audience Measurement and Analytics, Delhi, India (Media Research Firm)	Associate Director-Research Supervised customized media research projects, key account management, and business development
Apr 2008 to Sep 2008	Taylor Nelson Sofres (TNS), Delhi, India (Global Market Research Agency)	Associate Project Director of Research Practice (International research division) Supervised designing, conducting, reporting, and presenting customized market research projects Lead a team of marketing researchers
Jun 2005 to Feb 2008	ICFAI Business School (IBS), Hyderabad, India	Assistant Professor Marketing and research-related courses at the Postgraduate level Secured and coordinated internship projects for MBA students Edited journal articles for IUP Journal of Marketing
Apr 2002 to Sep 2002	Ranbaxy Laboratories (Leading Indian Pharmaceutical firm)	Trainee Executive Business development and key account management Assisted in launching a new brand in the western regions of Rajasthan, India

CONSULTANCY PROJECTS

1. Academic council member of a new Business School in India from January 2015 to December 2017. Advised the School in the areas of faculty development and curriculum design, accreditation, and research excellence.
2. Consulted Plaza Merdaka (Kuching-based hospitality group) to develop and launch mobile/tablet app for tourists in Kuching, Sarawak (An interdisciplinary project starting from Product Concept development involving Business and Design faculty to App development - with Faculty of Engineering, Computing, and Science).

3. Consulted Petronesa Sdn Bhd, a subsidiary of Yayasan, Sarawak, Malaysia in documenting and writing standard operating procedures and strategic planning papers.
 4. Consulting UK-based entrepreneur planning lifestyle furniture products based on yoga postures (Asana Living) in launching the new business.
 5. Consulted Persuasion Technologies Sdn Bhd in Malaysia in upgrading their data analyses knowledge and skills.
 6. Consulted Kiidz ClubHouse, Kuching, Malaysia in designing and conducting marketing research and launching a new business - Kids activity centre in shopping malls.
 7. Consulted a Gulf Cooperative Council (GCC) body in the Gulf region to help them in researching quality and pricing policy for the hotel industry.
 8. Developed a course called Little MBA for Byrraju Foundation - an NGO, Satyam group, India. The course is designed for rural youths to impart management education for encouraging entrepreneurship and community leadership.
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EDUCATIONAL QUALIFICATION

- **Ph.D./Doctoral Thesis (2002-2006):**

ICFAI University, India, awarded in 2007

Taught at ICFAI Business School and edited Marketing journal during PhD.

Thesis Topic: Assessing Service Quality in e-services: Building upon the Quality Instrumentation

Supervisor: Dr Rajan Saxena

Vice Chancellor, NMIMS, Mumbai, India (Retired now)

- MBA from Jai Narain Vyas University, Jodhpur, India (Dec 2001), **Distinction, topper, and double gold medalist**
- BSc Zoology Hons, Hansraj College, Delhi University (1998), India, **first class**

EDITORIAL SERVICES, MEMBERSHIPS & ACADEMIC CONTRIBUTIONS

Editorial

1. Associate editor of [“Research World”](#) - an open-access publication, focused on research thinking & practice in management and related fields, published by Xavier Institute of Management, Bhubaneswar, India.
2. **Editorial Board member**
 - a. [Sage Open Journal](#)
 - b. [International Journal of Business Analytics and Intelligence](#)
3. **Reviewed proposed book** on CRM – on request from Tata McGraw Hills.

4. **Reviewer national and international journals and conference papers**

- a. *Journal of Management Education, Sage Publications*
- b. *Annals of Management Science (2013-14)*

c. The 18th Pacific Asia Conference on Information Systems (PACIS 2014) held at Chengdu, China -24-28 June 2014.

Social & Community Contributions

1. Founder Member and Trustee of **Sphoorti Foundation**, www.sphoorti.org. The foundation works for the rehabilitation of children belonging to underprivileged and vulnerable sections of society.
2. Founder of an online group called ResearchLens that supports small/new/social entrepreneurs by providing research, consultancy, and training worldwide. (now closed).
3. www.researchlens.net. (now closed).
4. Adviser and co-founder of a startup, MENTit, registered in India at www.mentit.org (now closed).
5. **Country Director, Ghana, International Higher Education Teaching and Learning Association**

Research training and Workshops conducted

1. MDP on Marketing for bankers, NIBM, Pune with IMT Dubai.
2. Conducted hybrid program on Scholarship of teaching and learning for the faculty members of a Business School in India.
3. Designed, marketed, and conducted workshops on multivariate data analysis using SPSS for participants from academics, corporate, and government bodies (2009-10).
4. Led research seminar for doctoral students at Xavier Institute of Management, Bhubaneswar, India, <http://www1.ximb.ac.in/RW.nsf/pages/R5.7>
5. Organized workshops on Management games for PhD students of the Management Teacher Program at ICFAI Institute of Management Teachers
6. Conducted faculty development programs for ICFAI Business School, Hyderabad, and Magnum Institute of Business, Hyderabad, India.

PERSONAL DETAILS

- Gender: Male
 - Date of Birth: July 29, 1977
 - Nationality: Indian
 - Marital Status: Married, living with a spouse and two daughters, born in the years 2006 and 2008
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RESEARCH PUBLICATION DETAILS

Peer-Reviewed Journals

1. Agrawal, A., Gupta, A., & Yousaf, A. (2018). Like it but don't comment: Manipulating the engagement of sports fans in social media. *International Journal of Sport Management and Marketing*, 18(4), 340-356. (Scopus and ABDC) DOI: [10.1504/IJSMM.2018.093358](https://doi.org/10.1504/IJSMM.2018.093358)
2. Agrawal, A., & Rajapakse, DC, (2018). Perceptions and Practice of Peer Assessments: An Empirical Investigation. *International Journal of Educational Management*, 32(6), 975-989. DOI: [10.1108/IJEM-05-2016-0085](https://doi.org/10.1108/IJEM-05-2016-0085) (A+ Education, Scopus and ABDC).
3. Agrawal, A., Mehta, A. & Abraham, N. (2017). Offering fleet automation: SmartFleet in the need of smart decisions. *Journal of Information Technology Teaching Cases*. DOI: [10.1057/s41266-017-0030-6](https://doi.org/10.1057/s41266-017-0030-6) (Scopus)
4. Veronica, M., & Agrawal, A. (2016). Why Citizens Participate in Local Governance: A Case of Two Philippine LGU. *International Journal of Public Administration*, 39(12), 952–962. DOI: [10.1080/01900692.2015.1064444](https://doi.org/10.1080/01900692.2015.1064444) (Scopus and ABDC)
5. Agrawal, A. (2015). Dilemmas of a newly recruited academic professor – A case study. *Journal of Cases in Educational Leadership*, 18(2), 176–191. DOI: [10.1177/1555458915584675](https://doi.org/10.1177/1555458915584675) (EBSCO, NISC and ERIC)
6. Agrawal, A., & VieMing, T. (2014). Exploring Determinants of Students' Experience, Perceptions and Loyalty Intentions in Higher Education Institutions. *International Journal of Management in Education*, 8(4), 343–361. DOI: [10.1504/IJMIE.2014.064953](https://doi.org/10.1504/IJMIE.2014.064953) (Scopus and ABDC)
7. Banerjee, P., Latifah, S., Baharudin, A., & Agrawal, A. (2013). Absorptive Capacity: Essence of the Construct and Its Determinants. *The Journal of American Business Review*, 19(1).
8. Voon, J. P., Ngui, K. S., & Agrawal, A. (2011). Determinants of Willingness to Purchase Organic Food: An Exploratory Study Using Structural Equation Modeling. *International Food and Agribusiness Management Review*, 14(2), 103–120. (Scopus)
9. Ngui, K. S., Agrawal, A., & Voon, J. P. (2011). Challenges impeding the competitiveness of the wooden furniture manufacturing industry: The Case of Furniture Industry in Sarawak, Malaysia. *Australian Journal of Basic and Applied Sciences*, 5(9), 1135–1145. DOI: [10.2139/ssrn.1951631](https://doi.org/10.2139/ssrn.1951631) (SCImago Journal & Country Rank – SJR, QUALIS/CAPES, Harvard Library E-Journals)
10. Srivastava, N., & Agrawal, A. (2010). Factors Supporting Corporate Entrepreneurship: An Exploratory Study. *Vision: The Journal of Business Perspective*, 14(3), 163–171. DOI: [10.1177/097226291001400302](https://doi.org/10.1177/097226291001400302) (EBSCO, PROQUEST)

11. Agrawal, A., Shah, P., & Wadhwa, V. (2009). EGOSQ—User's assessment of e-Governance online services. *Computer Society of India*, 231–244. DOI: [10.4018/978-1-60566-713-3.ch009](https://doi.org/10.4018/978-1-60566-713-3.ch009)
12. Mahajan, D., Agarwal, N., & Agarwal, A. (2008). Evolution of Market Segmentation. *The Icfai Journal of Marketing Management*, 7(2), 30–38. http://www.iupindia.in/508/IJMM_Market_Segmentation_30.html (Cabell's Directory, EBSCO and Proquest Database)
13. Agrawal, A. (2008). Are Indian Pharma Players Ready for New Strategy? *Chartered Financial Analyst*, (February), 32–37. Retrieved from http://www.academia.edu/1617256/Are_Indian_Pharma_Players_Ready_for_New_Strategy
14. Agrawal, A. (2008). Brand and Branding: A Research Perspective. *The IUP Journal of Marketing Management*, 3(1), 7–13. (Cabell's Directory, EBSCO and Proquest Database)
15. Agrawal, A., Bhardwaj, S., & Palaparthi, I. (2008). Exploration of Environmental Dimensions of Servicescapes: A Literature Review. *The IUP Journal of Marketing Management*, 7(1), 37–48. (Cabell's Directory, EBSCO and Proquest Database)
16. Agrawal, A., & Agrawal, P. (2006). Integrated Marketing Communication: Need, Approaches, and Issues: A Research Perspective. *The IUP Journal of Marketing Management*, 5(1), 57–65. (Cabell's Directory, EBSCO and Proquest Database)
17. Agrawal, A. (2006). *Passion to Win: How Winning Companies Develop and Sustain Competitive Edge* (authored by Ahmad A and Chopra, OP, 2004, Excel Books: New Delhi), *South Asian Journal of Management*, 30 (June), 129-131.
18. Agrawal, A., & Fuloria, S. (2004). Corporate governance for competitive credibility. *Journal of Social. Sciences*, 9(3), 185–194. Retrieved from <http://www.krepublishers.com/02-Journals/JSS/JSS-09-0-000-000-2004-Web/JSS-09-3-149-216-2004-Abst-PDF/JSS-09-3-185-194-2004-Agrawal-A/JSS-09-3-185-194-2004-Agrawal-A.pdf>
19. Agrawal, A., & Fuloria, S. (2004). The Effect on Personal Finances Due to Irresponsible Use of Credit Cards and Compulsive Buying Behavior. *The IUP Journal of Bank Management*, 3(3), 58–66. (Cabell's Directory, EBSCO and Proquest Database)

Academic/Professional Meeting Proceedings

1. Agrawal, A., Jain, S., & VieMing, T. (2011). Measuring students' perceived higher education service quality: A segmental approach to scale development and validation. *Proceedings of 10th International Conference on Quality, Innovation, and Knowledge* (pp. 336–346). Kuala Lumpur, Malaysia.
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Academic/Professional Meeting Presentations

1. Organized and led a 2 -day virtual [International Conference](#) on "Effective Blended & Online Teaching Using the Best Practices", Nov 2020 in partnerships with the British University in Egypt, and NMIMS Indore.
2. Agrawal, A., Gupta, A., & Yousaf, A. (2016). Engaging sports fans in social media: Insights from empirical analysis, Paper presented at American Marketing Association, Winter Conference, Feb 26 to 28, Las Vegas, USA.
3. Hays, J., Clements, M., and Agrawal, A. (2012). Reasoning, Judgement, and Reflective Action for a Sustainable Future: A Curriculum Innovation and Cross-Cultural Study of Post-Graduate Students in Australia and Malaysia. Paper presented at Annual ELLTA conference -Exploring Leadership and Learning in Asia: Asian Perspectives on Transforming Societies through Creativity, Innovation and Entrepreneurship, Dec 11-13, Langkawi, Malaysia.
4. Agrawal, A. (2007). Measuring e-service quality: A comparative analysis of alternative measurement models. Paper presented at International Conference on Quality, Innovation and Knowledge, February, New Delhi, India.
5. Agrawal, A. (2005). Customer Evaluation of E-services: An empirical analysis using e-recruitment firms in India. Paper presented at International Conference on Marketing: Paradigms for Emerging Economies, January, Indian Institute of Management, Ahmadabad, India.
6. Agrawal, A. (2004). Customer Evaluation of E-services: An empirical analysis using e-Recruitment firms in India, Paper presented at COSMAR, September, Indian Institute of Science, Bangalore, India.
7. Agrawal, A. (2003). Management Pedagogy in the Global Village: A Study to Explore the Content and Process of Business Management Education in India. Paper presented at AIMS International, December 28-30, Indian Institute of Management, Bangalore, India.

Cases

1. Agrawal, A. (2013). Arch Corporation: East Malaysia. The Case Centre (erstwhile European Case Clearing House – ECCH), <https://www.thecasecentre.org/educators/products/view?id=118480>.
2. Agrawal, A., & Sharma, D. (2005). Indian Low-Cost Airlines: How Far Will They Fly? In B.S. Sahay, R. Stough & G.D. Sardana (Eds.), Cases in Management (pp. 572-589). Allied Publishers: Delhi.
3. Agrawal, A. & Sharma D. (2005). Hutchison in India: The Road Ahead in Unified Licensing Regime. In B.S. Sahay, R. Stough & G.D. Sardana (Eds.), Cases in Management (pp. 632-652). Allied Publishers: Delhi.

4. Agrawal, A., & Pai, V.S. (2004). Colas' Countryside Crusade: The Distribution Challenge. Marketing Mastermind, November (pp. 62-68). ICFAI Publication. (Name appeared in Erratum - January 2005, pp. 81).

Professional Articles

1. Agrawal, A. (2014). [The folly of forgetting the context.](#)
2. Agrawal, A. (2019). [Higher Education at Cross-Roads - And it needs to plan where and how to cross successfully](#)
3. Agrawal, A. (2020). [Teaching and Learning during Lockdown: Time to Challenge Our Assumptions](#)
4. Agrawal, A. (2015, 2021). [Providing Feedback to Learners](#)
5. Agrawal, A. (2022). [On Becoming a Better Person \(Version\) 1 - My Career Journey](#)
6. Agrawal, A. (2022). [On Becoming a Better Person \(Version\) 2: Leadership Defined – Style, Approach and Outcome](#)
7. Agrawal, A. (2009). Assessing e-governance online-service quality (EGOSQ). In G. Sahu, Y. Dwivedi, & V. Weerakkody (Eds.), E-government development and diffusion: Inhibitors and facilitators of digital democracy (pp. 133–148). Hershey, PA: IGI Global. **(SCOPUS)**
8. Agrawal, A., Shah, P., & Wadhwa, V. (2007). EGOSQ - Users' Assessment of e-Governance Online-Services: A Quality Measurement Instrumentation. In A. Agarwal & V. Venkata Ramana (Eds.), Foundations of E-government (pp. 231–244). GIFT Publishing: Global Institute of Flexible Systems Management.
9. Agrawal, A., & Raka, S.S (2006). The Art of Pricing: How to Find the Hidden Profits to Grow Your Business (authored by Mohammed, R, Crown Business Publication), Marketing Mastermind, November, (pp. 52-55). ICFAI Publication.
10. Agrawal, A., & Arora, S.S. (2006). Services Marketing Evolution: Some Concerns. Marketing Mastermind, October (pp. 22-25). ICFAI Publication.
11. Agrawal, A. (2006). Market Segmentation in Services. Marketing Mastermind, August (pp. 25-29). ICFAI Publication.
12. Agrawal, A. (2004). Behaviour School of Marketing Thought. Marketing Mastermind, November (pp. 45-48). ICFAI Publication.
13. Agrawal, A., & Fuloria, S. (2004). A study on Interest, Awareness Level, Perception and Acceptability of E-governance by Indian Citizens. In M. Gupta (Ed.), Promise of E-governance: Operational Challenges. Tata McGraw Hill Publications: New Delhi.

14. Agrawal, A., & Bhardwaj, S, (2003), Trends in Indian Entertainment Industry, Effective Executive, August (pp. 43-50), ICAI Publication.

Additional Recent Information

Profile and recent activities

- LinkedIn Profile: <https://www.linkedin.com/in/dranandagrawal/>
- Country Director of International Higher Education Teaching and Learning Association: <https://www.hetl.org/country-directors/>
- Managing LinkedIn Group of 'Transforming Higher Education' actively and active on social media and other groups for purposeful impact related to higher education teaching and learning, research, and other related activities:
<https://www.linkedin.com/groups/9032401/>
<https://www.linkedin.com/feed/update/urn:li:activity:6896426764185538560>
- Presented various keynote speeches, invited sessions in conferences, seminars, events etc. [limiting to the recent (past 3 months only):
 - <https://www.linkedin.com/feed/update/urn:li:activity:6885527246715543552/>
 - https://www.linkedin.com/posts/texilaeconference_twcs-publichealth-management-activity-6884464421951946752-dlxV
 - https://www.linkedin.com/posts/dranandagrawal_rajalakshmi-school-of-business-is-organizing-activity-6864565379197370368-9XYo
- [Engagement with Asian Africa Chamber of Commerce and Industry in Ghana](#)
- Engagement with Media Capacity Building Initiative with the Embassy of America, Young Africa Leadership Initiative, and Arizona State University

Strategic Activities

I have devised (co-created) strategic plans and priorities of the BlueCrest University College which are embedded/integrated with the goals of the College and reflected in the Objectives as KRAs of all staff members of the College. We call this document and process GOKRA (Goals and KRAs). An annual developmental performance system is used that incorporates GOKRA across the Institute where each unit head provides quarterly feedback to reporting staff in addition to the annual appraisals. Reflective writing is an integral part of the system along with the evidence of performance for managerial level persons and faculty members. It also includes an internal mentoring system in place for all staff members.

Evidence:

- https://www.linkedin.com/posts/dranandagrawal_journey-and-learning-at-bluecrest-as-educator-activity-6897511685641641985-hreG/
- <https://blog.bluecrest.edu.gh/2019/07/22/bcc-staff-brainstorm-for-innovative-ideas-at-strategic-retreat/>
- <https://blog.bluecrest.edu.gh/2021/04/29/bluecrest-management-retreat/>
- 4 Pillars of BlueCrest College – a concept developed by me and implemented by team <https://3news.com/bluecrest-university-college-holds-15th-graduation-ceremony/>
<https://bluecrestcollege.com/new/about.php#Why-BlueCrest>
- 2022 campaign of BlueCrest – Transforming Education, Transforming Lives, Transforming Africa, and Formation of industry advisory board

<https://www.ghanaweb.com/GhanaHomePage/NewsArchive/BlueCrest-University-College-holds-17th-graduation-ceremony-1470547>

<https://www.ghanamma.com/2022/02/18/bluecrest-university-college-ghana-inaugurates-industry-advisory-board/>

Date: March 15, 2022

Signature



Prof Anand Agrawal