

Andrew M. Hardin, Ph.D.

Associate Professor UNLV College of Business
Director, UNLV Center for Entrepreneurship
University of Nevada, Las Vegas

Biography

Andrew Hardin is the Director of the Center for Entrepreneurship and an Associate Professor in the College of Business at the University of Nevada, Las Vegas. Professor Hardin's research is focused on organizational collaboration and virtual work, technology management, technology mediated financial decision making, and research methodologies. His work has been published or is forthcoming in journals such as *Management Science*, *Organizational Behavior and Human Decision Processes*, *Journal of Management Information Systems*, *European Journal of Information Systems*, *Journal of the Association for Information Systems*, *Educational and Psychological Measurement*, *Journal of Hospitality Marketing & Management*, *Small Group Research*, *Group Decision and Negotiations*, and *Journal of Current Issues and Research in Advertising*. Hardin serves as Senior Editor for the *Information Systems Journal* and *The DATABASE for Advances in Information Systems*, Associate Editor for the *European Journal of Information Systems*, and Guest Associate Editor for *MIS Quarterly*. In 2010 he was recognized as the UNLV College of Business researcher of the year.



In his current role as Director of the UNLV Center for Entrepreneurship, Dr. Hardin acts as liaison between UNLV and the community, interacting regularly with community members wishing to participate in university curricular activities. He also coordinates the implementation of new programs associated with the CFE; most recently the implementation of a \$500,000 donor financed student run venture capital fund program. Hardin also coordinates the community and student based Southern Nevada Business Plan Competition, securing over \$100,000 in cash and in-kind prizes for the competition. More recently, Hardin developed a cross-disciplinary graduate level entrepreneurship course involving students from both the College of Engineering and the College of Business. This course is the first of its kind at UNLV, and requires MBA students to develop business plans based upon technologies developed by the College of Engineering, with the goal of competing in both intra- and inter-state business plan competitions. Recently Hardin acted as faculty advisor for the grand prize winner of the 2011 Southern Nevada Business Plan Competition, and the first and second prize winners of the 2011 statewide Governor's Cup Competition.

Professor Hardin received his Ph.D. at Washington State University, and also holds both a Masters in Business Administration and a Bachelor of Science in Business Administration from the California State University. He is a member of the Association of Information Systems, the Academy of Management, the Global Consortium of Entrepreneurship Centers, and is a member of prominent boards such as the Nevada Council on Economic Education, and is a voting member of the UNLV Intellectual Property Committee. Hardin is a regular speaker at industry events such as a recent keynote address at a Microsoft Licensing Roundtable conference. Dr. Hardin has extensive industry experience, including several senior management positions such as Materials Coordinator on a \$77 million heavy crude expansion project for Texaco Refining and Marketing. He also founded and successfully ran several small businesses. Hardin has been nominated for several teaching awards, is the graduate coordinator for the MBA New Venture Management concentration, and teaches MBA courses on new venture creation and feasibility. Hardin also teaches courses on information technology innovation in the COB Executive MBA program. He has extensive experience in curriculum development having prepared and taught over a dozen on campus and online courses.

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Education

Washington State University Ph.D., Business Administration (MIS)	2001 – 2005
California State University, Bakersfield Master of Business Administration	1999 – 2001
California State University, Bakersfield Bachelor of Science, Business Administration (MIS)	1996 – 1999

Academic and Administrative Appointments

University of Nevada, Las Vegas (2007- Present)

Director, UNLV Center for Entrepreneurship
Associate Professor¹, College of Business, Department of MIS
Graduate Programs Coordinator – New Venture Management
Graduate Programs Coordinator-Management Information Systems
Assistant Professor, College of Business, Department of MIS

College of William and Mary (2005-2007)

Visiting Assistant Professor, College of Business, Department of OISM

Research Interests

General Interests:

Organizational Collaboration and Virtual Work, Technology Management, Technology-Mediated Financial Decision Making, and Research Methodologies

Specific Interests:

Measurement, Financial Decision Making, Virtual Teams, Entrepreneurship, and Impacts of New Media on Business Strategy

Teaching Interests

Technology Management, Enterprise Resource Planning Systems, Entrepreneurship, Corporate Entrepreneurship, MBA and Executive Education, Online Education

¹ Early tenure

Honors and Awards

Faculty Advisor Graduate Division 1st and 2nd Place Winners

Donald W. Reynolds Governor's Cup Business Plan Competition – Spring 2011

Advisor Grand Prize Winner

Southern Nevada Business Plan Competition – Spring 2011

MIS Department Service Faculty of the Year

University of Nevada, Las Vegas – Spring 2011

College of Business Research Faculty of the Year

University of Nevada, Las Vegas – Spring 2010

Keynote Speaker Recognition Award

Microsoft Licensing Conference – Fall 2010

Faculty Highlight – College of Business Website

University of Nevada, Las Vegas – Spring 2008-2011

Latest News Highlight – College of Business Website

University of Nevada, Las Vegas – Fall 2010- Spring 2011

“Shining Star Speaker”

M. J. Christensen Elementary School – Spring 2008-2011

Summer Research Grant

University of Nevada, Las Vegas – Spring 2010-2011

MIS Department Teaching Faculty of the Year

University of Nevada, Las Vegas – Spring 2009

COB Entrepreneurship Research Grant

University of Nevada, Las Vegas – Spring 2009

COB Entrepreneurship Research Grant

University of Nevada, Las Vegas – Spring 2008

Publications

1. Hardin, A. and Looney C. (Forthcoming) "Myopic Loss Aversion: Demystifying the Key Factors Influencing Decision Problem Framing" *Organizational Behavior and Human Decision Processes*
2. Hardin, A., Marcouldies, G. (Forthcoming) "A commentary on formative measurement" *Educational and Psychological Measurement*
3. Torkzadeh, G., Chang, J., and Hardin, A. (2011) "Usage and impact of technology enabled job learning" *European Journal of Information Systems*, 20, 69-86
4. Hardin, A., Chang, J., Fuller, M., and Torkzadeh, G. (2011) "Formative Measurement and Academic Research: In Search of Measurement Theory." *Educational and Psychological Measurement*, 71(2), 281-305
5. Krishen, A, Hardin, A., and Latour, M. (forthcoming) "Virtual World Experiential Advertising." *Journal of Current Issues and Research in Advertising*
6. Looney, C. and Hardin A. (2009) "Decision Support for Retirement Portfolio Management: Overcoming Myopic Loss Aversion via Technology Design." *Management Science*, 55(10) 1688-1703

7. Kim, J. and Hardin, A. (2010) "The Impact of Virtual Worlds on Word-of-Mouth: Improving Social Networking and Servicescape in the Hospitality Industry." *Journal of Hospitality Marketing & Management* 19(7), 1-33.
8. Hardin, A., Chang, J., and Fuller, M. (2008) "Clarifying the Use of Formative Measurement in the IS Discipline: The Case of Computer Self-Efficacy." *Journal of the Association for Information Systems*, 9(9) 545-547.
9. Hardin, A., Chang, J., and Fuller, M. (2008) "Formative and Reflective Measurement: Comment on Marakas, Johnson, and Clay (2007)." *Journal of the Association for Information Systems*, 9(9) 519-535.
10. Fuller, M., Hardin, A., and Davison, R. (2007) "Efficacy in Technology-Mediated Distributed Teams." *Journal of Management Information Systems*, 23(3) 221-247. *Co-first authors*
11. Fuller, M., Hardin, A., and Scott, C. (2007) "Diffusion of Virtual Innovation." *The DATABASE for Advances in Information Systems*, 38(4) 40-45. *Equal Authorship*
12. Hardin, A., Fuller, M., and Davison, R. (2007) "I Know I Can, But Can We? Culture Influences on Efficacy in Global Virtual Teams." *Small Group Research*, 38(1) 1-26.
13. Hardin, A., Fuller, M., and Valacich, J. (2006) "Measuring Collective Efficacy in Virtual Teams: New Questions in an Old Debate." *Small Group Research*, 37(1) 65-85.
14. Davison, R., Fuller, M. and Hardin, A. (2003) "E-Consulting in Virtual Negotiations." *Group Decision and Negotiation*, 12, 517-535.

Selected Work in Progress

1. Optimizing Online Users' Waiting Experiences with Animated Feedback
Status: Invited 3rd round review at *MIS Quarterly*
2. Learning method appropriation in high learner control, computer simulated software training environments
Status: Under 2nd round review at *Information Systems Journal*
3. Virtual Team Efficacy Theory: A Framework and Comprehensive Research Agenda
Status: Final revisions
Target: *Academy of Management Review*
4. Enhancing Self-Directed Virtual Team Performance: The Role of Virtual Team Efficacy and Participative Goal Setting
Status: Final revisions
Target: *Academy of Management Journal*
5. A Multidisciplinary Investigation of the Identity Creation, Self-Efficacy, and Personality of Virtual World Entrepreneurs
Status: Data collected and analyzed, currently writing up results
Target: *Journal of Applied Psychology*

Conference Mini-Tracks, Proceedings and Presentations

1. Ladd, D., Hardin, A., and Fuller, M. (2009) "Stopping "How" from driving "What": Advice on avoiding measurement item mis-specification" *International Conference on Information Systems*, Phoenix, Arizona
2. Torkzadeh, R, Chang, J.C.J., and Hardin, A. (2009) "The development and test of a relationship model on system use, job learning, and impact", *European Conference on Information Systems*, Verona, Italy (Nominated for Best Paper Award)
3. Peter, P., Krishen, A., and Hardin, A. (2008), "Generation Y Expectations of Virtual Worlds: Gender and Individual differences" *Global Business Development Institute (GBDI)*, Las Vegas, Nevada

4. Hardin, A., and Fuller, M. (2007), "Organizational Collaboration and Virtual Worlds: Developing a Research Agenda" *Virtual Worlds: A 7-Year Research Agenda*, Columbia University, New York
5. Hardin, A., Looney, C., and Fuller, M. (2006), "Computer Based Learning Systems and the Development of Computer Self-Efficacy: Are all Sources of Efficacy Created Equal?" *Information Technology in Education, America's Conference on Information Systems*, Acapulco, Mexico
6. Hardin, A. (2004), "Virtual Team Efficacy Theory: Understanding the Influence of Antecedents and Mediators in the Virtual Team Efficacy - Performance Relationship" Doctoral Consortium Program, *America Conference on Information System*, New York City, New York
7. Nicholson, J., Hardin, A., and Nicholson D. (2003), "Test Performance and the Medium: Unearthing Differences That Make a Difference" *Information Technology in Education, America's Conference on Information Systems*, Tampa, Florida
8. Hardin, A., Joshi, K., and Xin, L. (2002), "Business as Usual: IS Job Skill Requirements During the Internet Era" *Portfolios for Information Technologies, America's Conference on Information Systems*, Dallas, Texas

Books

1. Hardin, A. (2010) "Virtual Team Efficacy in Information Systems Project Teams", *VDM Verlag, Dr. Muller*, 200 Pages. ISBN-13 978-3639268911

Invited Presentations

1. Hardin, A. (Nov 21, 2010) "Formative Measurement is no Panacea", *Decision Sciences Institute*, San Diego, CA.
2. Hardin, A. (Nov 6, 2010) "Creating Successful Business Plans", *First Robotics Program for Nevada High School Students*, College of Engineering, Las Vegas, NV.
3. Hardin, A. (Oct 19th, 2010). "Virtual Collaboration", *Keynote Speaker, Microsoft Licensing Roundtables FY11*, Las Vegas, NV
4. Hardin, A. (Oct 12th, 2010). "Cross Disciplinary Collaboration at UNLV", *Vegas Valley Angels General Meeting*, Las Vegas, NV
5. Hardin, A. (2009) "Virtual Team Efficacy and Virtual Worlds", *College of Business Executive Advisory Board*, University of Nevada, Las Vegas
6. Hardin, A. (2009) "Decision-Making in High Learner Control, Computer-Based Tutorial Training System Environments", *College of Business Brown Bag Series*, University Of Montana, Missoula, MT
7. Hardin, A. (2009-2011) "Management Information Systems Careers" *Career Day, MJ Christensen Elementary School*, Las Vegas NV
8. Hardin, A. (2008), "What Happens in Pullman Can Stay in Vegas", *Information Systems Brown Bag Series*, Washington State University, Pullman WA

External Service

Editorial positions

- Senior Editor: *Information Systems Journal*
- Associate Editor: *European Journal for Information Systems*
- Guest Associate Editor: *MIS Quarterly*

Reviewer responsibilities (selected)

- *MIS Quarterly*
- *Information Systems Research*
- *Structural Equation Modeling*
- *European Journal of IS*
- *Information Systems Journal*
- *Psychological Methods*
- *Decision Sciences*
- *Human Relations*

Conference Leadership Positions

- Mini-Track Chair: “Cognitive Theories and Emerging Technologies in Virtual Teams”, in the Organizational Issues in IS track AMCIS2010 in Lima, Peru.
- Mini-Track Chair: “Perception Formation in Virtual Worlds”, in the Virtual Worlds Track in AMCIS2009 in San Francisco.
- Mini-Track Chair: “Cognitive Theories and Emerging Technologies in Virtual Teams”, in the Organizational Issues in IS track AMCIS2009 in San Francisco.

Internal Service

- Director, UNLV Center for Entrepreneurship
University of Nevada, Las Vegas
- Voting Member, UNLV Intellectual Property Committee
University of Nevada, Las Vegas
- Graduate Programs Coordinator:
Management Department University of Nevada, Las Vegas
- Graduate Programs Coordinator:
MIS Department University of Nevada, Las Vegas
- Member, Graduate Council
University of Nevada, Las Vegas
- Member, Graduate New Programs Evaluation Committee
University of Nevada, Las Vegas
- Member, EMBA Advisory Committee
University of Nevada, Las Vegas
- Member, MBA Advisory Committee
University of Nevada, Las Vegas
- Graduate Programs Coordinator:
MIS Department University of Nevada, Las Vegas
- Chair, Graduate Programs Committee
MIS Department University of Nevada, Las Vegas
- Chair, Curriculum Committee
Management, Technology, and Entrepreneurship Department University of Nevada, Las Vegas
- Member, Search Committee-COB Development Officer
University of Nevada, Las Vegas

Curriculum Development Experience

- Developed and delivered Information Technology Innovation course for UNLV College of Business Executive MBA Program
- Redesigned and delivered MBA New Venture Management curriculum to promote collaboration with Mechanical and Electrical Engineering, and Computer Science
 - Redesigned MBA level New Venture Creation course to encourage the creation of technology based business plans around ideas generated by the College of Engineering. Business plans targeted for both statewide and tri-state business plan competitions
 - Developed and delivered new MBA level New Venture Feasibility course as a prerequisite to the New Venture Creation course

- Developed and delivered two new entrepreneurship courses for MS MIS program
- Prepared and delivered over a dozen courses on Management and Management Information Systems over the last six years
 - Nine graduate level courses
 - Three executive level courses
- Developed ground-up courses for the MBA program at the College of William and Mary
- Developed and delivered hybrid onsite/online MS MIS courses on Information Systems Strategy and Ecommerce using ADOBE Connect
- Created and delivered an Accounting Information Systems course for nationally recognized Masters of Accounting program at the College of William and Mary
- Committee member for the development of core, cohort based undergraduate curriculum at the College of William and Mary
- Delivered online and on campus Project Management Courses at Washington State University
- Delivered online introductory MIS Courses at Washington State University
- Developed and delivered PeopleSoft ERP courses at California State University, Bakersfield

Fund Raising and Development Activities

- Part of team responsible for \$500,000 gift targeted for the creation of a student run New Venture Creation fund to be directed by the Center for Entrepreneurship
- Raised over \$100,000 in cash and in-kind prizes for the Southern Nevada Business Plan Competition
- Continued development and involvement of current Center for Entrepreneurship benefactors in the program curriculum
- Continuing development of the Center for Entrepreneurship executive advisory board and inclusion in the program curriculum

Media Quotes – Mentions – Feature Articles

- Chronicle of Higher Education: August 28, 2011
- Vegas Seven Magazine: May 12-18, 2011
- Las Vegas Review Journal: May 2, 2011
- Las Vegas Review Journal: January 22, 2011
- Las Vegas Business Press: January 17-23, 2011, 28(3)
- Las Vegas Business Press: August 23-29, 2010, 27(4)

Experience

Teaching Experience

- **Technology Innovation Theory and Practice (Executive MBA – Spring 2011)**
Average Evaluation Score = 4.50/5.00 (highest ever rating for EMBA IT course)

Based upon class discussion, case analysis, and interaction with prominent local business professionals, this course provides an in-depth look into technology innovation in modern organizations.

- **New Venture Feasibility (Graduate – Spring 2011)**

In conjunction with case study analysis and interaction with local entrepreneurs and business leaders, students assess the technical merits, operational logistics, legal ramifications, consumer needs and demands, team skills and abilities, and the financial viability of new ventures

- **New Venture Creation (Graduate – Fall 2010)** Average Evaluation Score = 4.50/5.00
In conjunction with case study analysis and interaction with local entrepreneurs and business leaders, business plan development for new ventures that can be taken to investors for funding
- **Ecommerce Strategy (Graduate)** Average Evaluation Score = 4.43/5.00
Principles of ecommerce strategy
Delivered both onsite and as a hybrid onsite/online course
- **Management and Technology (Graduate)** Average Evaluation Score = 4.22/5.00
Principles associated with the organizational management of technology
- **Strategy and Technology (Graduate)** Average Evaluation Score = 4.71/5.00
Understanding the relationship between business, organizational, and technology strategy
Delivered both onsite and as a hybrid onsite/online course
- **Strategy and Technology (Executive Education)** Average Evaluation Score = 90/100%
Understanding the relationship between business, organizational, and technology strategy
- **Accounting Information Systems (MAAC)** Average Evaluation Score = 4.10/5.00
Accounting systems development, management, and control
- **Project Management (undergraduate)** Average Evaluation Score = 3.51/4.00
Principles associated with project management. Delivered both onsite and online

Academic Work Experience

University of Nevada Las Vegas* *2007 – Present

Director – UNLV Center For Entrepreneurship

Responsible for community outreach, program coordination, community business plan competition coordination, curriculum development, advertising, budget preparation and reconciliation, purchasing, personnel management

Graduate Coordinator – MBA New Venture Management

Responsible for student recruitment, credential evaluation, student enrollment, student counseling, curriculum development, coordination with graduate college, internships

Graduate Coordinator – MS MIS

Responsible for student recruitment, credential evaluation, student enrollment, student counseling, curriculum development, coordination with graduate college, internships

Associate Professor – College of Business (Early Tenure)

Assistant Professor – College of Business

The College of William & Mary* *2005 – 2007

Visiting Assistant Professor – College of Business

Professional Work Experience

Hardin's Services* *1996 – 2001

Owner – Commercial and Residential Maintenance Service

Residential and commercial maintenance service. Responsible for project management, invoicing, billing reconciliation, tax preparation, and all other duties associated with running and operating a small business. Business was profitable all five years in operation

Process Equipment Company* *1993 – 1996

Parts and Services Manager

Responsible for sales, purchasing, invoicing, and inventory control. Increased parts and service department average sales from \$30,000 per month to over \$80,000 per month Responsible for the business analyst duties associated with the integration of the parts and services department inventory tracking system during the installation of a companywide Windows NT based computer system. Last year of employment, parts and services generated over \$1,000,000 in annual sales.

Texaco Refining and Marketing

1987 – 1993

Purchasing Agent/Materials Coordinator/Planner

Responsible for planning maintenance activities during unit shut down, and for the daily purchasing of refinery related items. Instrumental in the installation of a bar code based inventory control system. Last assignment, materials coordinator on a \$77,000,000 heavy crude expansion project. Responsible for the management of personnel and resources necessary to receive and control over \$25,000,000 in project materials. Other duties included planning and emergency purchasing during refinery shut down.