

TOBEY K. SCHARDING

Rutgers Business School – Newark & New Brunswick
100 Rockafeller Road
Piscataway, NJ 08854
848.445.3600
tscharding@business.rutgers.edu

Appointments

2020-present Assistant Professor
2017-2020 Visiting Assistant Professor
*Department of Management & Global Business
Rutgers Business School – Newark & New Brunswick*
2014-2018 Assistant Professor
*Department of Philosophy
Bloomsburg University of Pennsylvania*
2012-2014 Assistant Professor
*Department of Philosophy and Religion
High Point University*

Education

2012 Ph.D. Philosophy, Stanford University
2006 M.A. Philosophy, Johns Hopkins University
1999 B.A. Art and Philosophy, Yale University

Research Interests

Ethical Decision-making, Finance Ethics, Ethics of Risk, Ethics of New Technologies

Awards, Offices and Honors

Best Conceptual Paper in CSR/Ethics Track, Eastern Academy of Management Annual Meeting,
2021
Research Fellow, Institute for Ethical Leadership, Rutgers Business School, 2017-present
Stanford University Doctoral Fellowship, 2006-2011

Publications

Book

Scharding, T.K. 2018. [This is Business Ethics](#), Wiley-Blackwell.

Edited Volume

Ciulla, J.B. & Scharding, T.K., eds. 2019. [Ethical Business Leadership in Troubling Times: Studies in TransAtlantic Business Ethics](#), Edward Elgar Publishing, Ltd.

Journal Articles

1. Scharding, T.K. & Warren, D.E. When are Norms Prescriptive? Understanding and Clarifying the Role of Norms in Organizational Research (forthcoming at *Business Ethics Quarterly*).
2. Arkan, O., Nagpal, M., Scharding, T.K.,* & Warren, D.E. 2022. Don't Just Trust Your Gut: The Importance of Normative Deliberation to Ethical Decision-Making at Work. *Journal of Business Ethics* (forthcoming).
 - *Authors listed in alphabetical order.
3. Scharding, T.K., Eastman, W., Ciulla, J., & Warren, D.E. 2022. Can Ethics Drive Firms to Do the Right Thing If There Is No Business Case? *Rutgers Business Review*, 7(2): 120-138.
4. Scharding, T.K. & Warren, D.E. 2022. When Workplace Norms Conflict: Using Intersubjective Reflection to Guide Ethical Decision-Making. *Business Ethics Quarterly*, DOI: <https://doi.org/10.1017/beq.2021.44>.
 - Best Conceptual Paper in CSR/Ethics Track, Eastern Academy of Management Annual Meeting, 2021.
5. Scharding, T.K. 2021. Community Risk Preferences: A Contractualist Approach to Business Risks. *Economics & Philosophy*, 37(2): 260-283.
6. Scharding, T.K. 2021. Recognize Everyone's Interests: An Algorithm for Ethical Decision-Making about Trade-Off Problems. *Business Ethics Quarterly*, 31(3): 450-473.
7. Warren, D.E., Scharding, T.K., Lewin, L.D., & Pandya, U. 2020. Making Sure Corporate Social Innovations Do Social Good. *Rutgers Business Review*, 5(2): 166-184.
8. Scharding, T.K. 2019. National Currency, World Currency, Cryptocurrency: A Fichtean Approach to the Ethics of Bitcoin. *Business & Society Review*, 124(2): 219-238.
 - Allison, A. 2021. Scharding on Non-Centrally Regulated Currencies and Price Volatility. *Business Ethics Journal Review*, 9(8): 47-53.
 - Scharding, T. 2022. Must a Currency Be Centrally Regulated to Be Ethical? An Invited Response to Allison. *Business Ethics Journal Review*, 10(4): 21-26.
9. Scharding, T.K. 2019. Structured Finance and the Social Contract: How Tranching Challenges Contractualist Approaches to Risk. *Business Ethics Quarterly*, 29(1):1-24.
10. Scharding, T.K. 2019. Individual Actions and Corporate Moral Responsibility: A (Reconstituted) Kantian Approach. *Journal of Business Ethics*, 154(4):929-942.
11. Scharding, T.K. 2017. Remote Consequences for Non-consequentialists: A Kantian Approach to the Ethics of Uncertainty. *Georgetown Journal of Law and Public Policy*, 15: 865-890.
12. Scharding, T.K. 2016. Individually Allocating Principles and Market Risks. *Public Affairs Quarterly*, 30(3): 259-279.
13. Scharding, T.K. 2016. Crafting Maxims. *Teaching Ethics*, 16(1): 37-53.
14. Scharding, T.K. 2015. Imprudence and Immorality: A Kantian Approach to the Ethics of Financial Risk. *Business Ethics Quarterly*, 25(2): 243-265.
15. Scharding, T.K. 2014. Income Inequalities in a Context of Political Equality: Guaranteed Basic Income, No Guaranteed Income, or Guaranteed Work Opportunities. *Social Theory and Practice*, 40(1): 99-122.

Book Chapter

16. Scharding, T.K. 2019. Is Bitcoin Trustworthy? In J. Jay Choi and Bora Ozkan, eds. International Finance Review, Vol. 20: Disruptive Innovation in Business and Finance in the Digital World, Emerald Publishing Limited: 151-165.

Encyclopedia Entry

17. Scharding, T.K. The Trolley Problem. In George R. Goethals and Scott T. Allison, Editors-in-Chief, and Georgia J. Sorenson, Senior Editor, Encyclopedia of Leadership Studies, Sage Publications, Inc. (forthcoming).

Book Review

1. Scharding, T.K. 2018. Review of *The Moral Responsibility of Firms*, ed. Eric W. Orts and N. Craig Smith, ***Business Ethics Quarterly***, 28(4): 506-08.

Conference Presentations

1. Scharding, T.K. The Utility of Trust: Interpersonal, Institutional, and Technological. *Academy of Management Annual Meeting*, Seattle, Washington, August 2022.
2. Scharding, T.K. & Cantwell, J. Collectivism in Corporate Decision-Making. *Society for Business Ethics Annual Meeting*, Seattle, Washington, August 2022.
3. Scharding, T.K. & Cantwell, J. Collectivism in Corporate Decision-Making. *R:ETRO Symposium*, University of Oxford, Oxford, England, June 2022.
4. Scharding, T.K., & Warren, D.E. When Are Norms Prescriptive? Clarifying the Role of Behavioral Norms in Behavioral Ethics Research. *Business Ethics in the 6ix*, Ryerson University, Toronto, Ontario, held virtually, May 2022.
5. Scharding, T.K. Trust, Trustworthiness, and the Ethics of Trust-free Technologies. *Academy of Management Annual Meeting*, held virtually, August 2021.
6. Scharding, T.K., & Warren, D.E. When Are Norms Normative? Clarifying the Role of Behavioral Norms in Deception Research. In Gaspar, J., & Warren, D.E. (Chairs), *New Insights into Deception in Negotiations and Organizations (Symposium)*. *Academy of Management Annual Meeting*, held virtually, August 2021.
7. Scharding, T.K. The Utility of Trust: Interpersonal, Institutional, and Technological. *Society for Business Ethics Annual Meeting*, held virtually, July 2021.
8. Martin, K., Scharding, T., Bhargava, V., Donaldson, T., & Kim, T.W. Business Ethics and New Technologies: A Primer and Path Forward (Panel). *Society for Business Ethics Annual Meeting*, held virtually, July 2021.
9. Cantwell, J., & Scharding, T. Collectivism in Corporate Decision-Making. *International Association for Business & Society Annual Meeting*, held virtually, June 2021.
10. Scharding, T.K., & Warren, D.E. When Workplace Norms Conflict: Using Intersubjective Reflection to Guide Ethical Decision-Making. *Eastern Academy of Management Annual Meeting*, held virtually, May 2021.
11. Scharding, T. Trust, (Un)trustworthiness, and Cryptocurrencies. *Society for Business Ethics Annual Meeting*, held virtually, August 2020.

12. Cantwell, J. & Scharding, T. Collective Rationality and Creative Synthesis in Corporate Governance. *Academy of Management Annual Meeting*, held virtually, August 2020.
13. Scharding, T.K. Trust, Trustworthiness, and Cryptocurrencies. In Scharding, T. (Speaker), *The Ethics of Currency and Debt. Philosophy, Politics, and Economics (PPE) Society Annual Meeting*, New Orleans, Louisiana, March 2020.
14. Scharding, T., Nagpal, M. Arkan, O. & Warren, D.E. An empirical test of the intersubjective reflection process on ethical decision making. In Gaspar, J. & Warren, D. E. (Chairs), *Theoretical and empirical insights into ethical decision making: The role of social context. Academy of Management Annual Meeting*, Boston, Massachusetts, August 2019.
15. Scharding, T.K. Recognize Everyone's Interests: Corporate Ethics, Driverless Cars and the New Trolley Problem. *Academy of Management Annual Meeting*, Boston, Massachusetts, August 2019.
16. Scharding, T.K. Community Risk Preferences: A Contractualist Approach to Business Risks. *Society for Business Ethics Annual Meeting*, Boston, Massachusetts, August 2019.
17. Scharding, T.K. Financial Transactions, Trust, and Blockchain. *Global Jesuit Conference on the Ethics of Disruption*, Santa Clara University, Santa Clara, California, July 2019.
18. Scharding, T.K. Recognize Everyone's Interests: Corporate Ethics, Driverless Cars and the New Trolley Problem. *Big Ten and Friends Paper Workshop*, Rutgers Business School, Newark, New Jersey, April 2019.
19. Scharding, T.K. Financial Transactions, Trust, and Blockchain. *Business Ethics in a Digital Age*, Harvard Business School, Cambridge, Massachusetts, April 2019.
20. Scharding, T.K. National Currency, World Currency, Cryptocurrency: A Fichtean Approach to the Ethics of Bitcoin. *The 26th Annual Conference on Pacific Basin Finance, Economics, Accounting, and Management*, Rutgers Business School, New Brunswick, New Jersey, September 2018.
21. Cantwell, J. & Scharding, T.K. Hegelian Collective Rationality, Recognition, and International Business. *11th Biennial Collective Intentionality Conference*, Tufts University, Boston, Massachusetts, August 2018.
22. Warren, D.E. & Scharding, T.K. When Behavioral and Ethical Norms Conflict: Using Intersubjectivity to Guide Managerial Decision-Making. *Academy of Management Annual Meeting*, Chicago, Illinois, August 2018.
23. Scharding, T.K. Proportional Risk, Driverless Cars, and a New Solution to the (New) Trolley Problem. *The Society for Business Ethics Annual Meeting*, Chicago, Illinois, August 2018.
24. Scharding, T.K. Individual Actions and Corporate Moral Responsibility: A (Reconstituted) Kantian Approach. *Society for Business Ethics Annual Meeting*, Atlanta, Georgia, August 2017.
25. Scharding, T.K. Contractualism, Demandingness, and Risk: An Individualized, Probabilistic, Ex Ante Approach," *Normative Business Ethics Workshop Series of the Carol and Lawrence Zicklin Center for Business Ethics Research*, The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania, December 2016.
26. Scharding, T.K. "Leverage, Illiquidity, and Catastrophic Loss: A Case Against the Contractualist Approach to Risk" *Society for Business Ethics Annual Meeting*, Vancouver, British Columbia, August 2015.

27. Scharding, T.K. "Imprudence and Immorality: A Kantian Approach to the Ethics of Financial Risk," *Society for Business Ethics Annual Meeting*, Philadelphia, Pennsylvania, August 2014.

Invited Presentations

1. Scharding, T.K. Recognize Everyone's Interests: An Algorithm for Ethical Decision-Making about Trade-Off Problems. *Junior Scholar Network-Reading Group of the Society for Business Ethics*, held virtually, March 2022.
2. Scharding, T.K. The Utility of Trust: Interpersonal, Institutional, and Technological. *R:ETRO Seminars-Reputation: Ethics, Trust, and Relationships at Oxford*, held virtually, February 2022.
3. Scharding, T.K. The Utility of Trust: Interpersonal, Institutional, and Technological. *Notre Dame-Carnegie Mellon University Tech Ethics Workshop*, held virtually, February 2022.
4. Ciulla, J., Eastman, W., Scharding, T., & Warren, D. Can Ethics Drive Firms To Do the Right Thing If There Is No Business Case? *The Questions & Unanswers About Social Innovation (QUASI) Seminar Series hosted by The Rutgers Institute for Corporate Social Innovation (RICSI)*, Rutgers University, held virtually, March 2021.
5. Scharding, T.K. Recognize Everyone's Interests: An Algorithm for Ethical Decision-making about Trade-off Problems, *Ethical Leadership Speaker Series hosted by the Canadian Centre for Advanced Leadership in Business*, Haskayne School of Business, University of Calgary, held virtually, January 2021.
6. Scharding, T.K. Trust, Trustworthiness, and Cryptocurrencies. *Business Ethics Research Brown Bag Series of the Hoffman Center for Business Ethics*, Bentley University, Waltham, Massachusetts, January 2020.
7. Scharding, T.K. Ethics in the Public Sector. *50th Annual Rutgers University Public Purchasing Educational Forum*. Atlantic City, New Jersey, May 2019.
8. Scharding, T.K. Financial Transactions, Blockchain, and Trust. *Supply Chain Management Colloquium*. University of Rhode Island School of Business, Kingston, Rhode Island, February 2019.
9. Scharding, T.K. Proportional Risk, Driverless Cars, and a New Solution to the (New) Trolley Problem. *Program on Topics in the Philosophy of Law, Politics, and Economic Justice*. University of North Carolina – Greensboro, Greensboro, North Carolina. November 2018.
10. Scharding, T.K. Ethics in the Workplace. *ACCSES NJ 2018 STAR Conference*. Atlantic City, New Jersey, October 2018.
11. Scharding, T.K. National Currency, World Currency, and Cryptocurrency: A Fichtean Approach to the Ethics of Bitcoin. *Management & Global Business Research Seminar*, Rutgers Business School, Newark, New Jersey, April 2018.
12. Scharding, T.K. *Spring Honors Colloquium, School of Arts and Sciences Honors Program*, Rutgers University, New Brunswick, New Jersey, March 2018.
13. Scharding, T.K. Keynote: Ethical Dilemmas and Being an Ethical Pre-Professional. *Professional Student Organization Conference*, Rutgers University, New Brunswick, New Jersey, December 2017.

14. Scharding, T.K. National Currency, World Currency, and Cryptocurrency: A Fichtean Approach to the Ethics of Bitcoin. *Philosophy of Money: A Miniconference*, University of Calgary, Calgary, Alberta, November 2017.
15. Scharding, T.K. Remote Consequences for Non-consequentialists: A Kantian Approach to the Ethics of Uncertainty. *Management & Global Business Research Seminar*, Rutgers Business School, Newark, New Jersey, December 2016.
16. Scharding, T.K. Remote Consequences for Non-consequentialists: A Kantian Approach to the Ethics of Uncertainty. *Ethics and What Is Not Seen: The Effects of Remote Consequences on Ethical Analysis*, Institute for the Study of Markets and Ethics, McDonough School of Business, Georgetown University, Washington, D.C., November 2016.

Media Appearances

1. Ohio Experiments with Bitcoin Tax Payments. *Marketplace*, NPR, April 2019. <https://www.marketplace.org/2019/04/08/world/ohio-experiments-bitcoin-tax-payments>
2. Rutgers Professor Raises Doubts on Ethics of Bitcoin, Cryptocurrency. *The Daily Targum*, April 2019. <http://www.dailytargum.com/article/2019/02/rutgers-professor-raises-doubts-on-ethics-of-bitcoin-cryptocurrency>
3. Is Bitcoin an Ethical Currency? Not According to Professor's New Research. *Business Insights*, Rutgers Business School, October 2018. <https://youtu.be/rntvhgAXeK4>
See also <https://www.business.rutgers.edu/business-insights/bitcoin-ethical-currency-not-according-professors-new-research>.
4. Documentary (forthcoming) addressing Bitcoin mining in Xinjiang Province, China. *The Wall Street Journal*. (filmed March 2021)

Teaching Experience

Executive Education

Ethics in Finance, Warwick Masters of Finance students (Rutgers)

Graduate Business Courses

Digital Ethics (Rutgers)

Undergraduate Business Courses

Business Ethics (Rutgers)

Undergraduate Philosophy Courses

Business Ethics (Bloomsburg)

Medical Ethics (Bloomsburg)

Ethics (Bloomsburg)

Business Ethics (High Point)

Living with Luck (High Point)

Communication Ethics (High Point)

Social Ethics (High Point)

Individual Morality and Social Justice (University of California, Berkeley)

Technology and the Good Life (Stanford)
Introduction to Business Ethics (Stanford)
Introduction to Bioethics (Stanford)

Dissertation Committees

Harry Wang (Member), Department of Management & Global Business (Rutgers)
Oyku Arkan (Member), Department of Management & Global Business (Rutgers)

Service Activities

Business Ethics Course Co-Coordinator, Fall 2021 (Rutgers)
Chair, Institutional Review Board (IRB) for Human Subjects Research, 2016-2017 (Bloomsburg)
Chair, Department of Philosophy Search Committee, 2017 (Bloomsburg)
Chair, Department of Philosophy Search Committee, 2016 (Bloomsburg)
Facilitator for Student Panel, *Robotic Technology and Artificial Intelligence in the Work Place: Today and Into the Future*, September 2016 (Bloomsburg)
Facilitator for Student Panel, *Business Ethics in a Global Environment: Challenges and Opportunities*, March 2016 (Bloomsburg)

Professional Activities

Researcher at the Center for Innovation in Quality Patient Care, Johns Hopkins Hospital (JHH), Baltimore, Maryland, 2004-05. Analyze reports concerning similarly situated hospitals' approaches to ethics and efficiency problems facing JHH.

Civil Rights Paralegal to David W. Sanford, Esq., at Gordon, Silberman, Wiggins & Childs, PC, and Sanford, Wittels & Heisler, LLP, Washington, D.C., 2002-04. Draft briefs, motions, and correspondence for class action, anti-discrimination lawsuits.

Refereeing

Editorial Board: Business Ethics Quarterly (2018-present), Teaching Ethics (2016-2018), Public Affairs Quarterly (2015-present)

Journals: Journal of Business Ethics (ad hoc), Economics and Philosophy (ad hoc), Business and Society Review (ad hoc), Social Theory and Practice (ad hoc)

Conferences: Academy of Management Annual Meeting, Society for Business Ethics Annual Meeting

Professional Memberships: Academy of Management, Society for Business Ethics