

Compiling Your DBA Portfolio: The Kuhn's Cycle Framework

A complete conceptual guide for doctoral candidates to map, analyze, and structure their applied business research journey.

Theoretical Model Anchor: Figure 1. The Kuhn Cycle from McLeod, S. A. (2020, May 01). *Thomas Kuhn - science as a paradigm*. Simply Psychology. www.simplypsychology.org/KuhnParadigm.html (Cited 02-02-22).

Mapping Your Research

The Doctor of Business Administration portfolio task requires candidates to systematically map their ongoing corporate research onto the dynamic stages of scientific development.

Rather than documenting linear execution, you will present an analytical narrative of how your critical inquiry evolved.

Essential Portfolio Goals

To successfully pass this rigorous doctoral component, candidates must achieve two primary objectives:

- **Identify Research Tasks:** Distinguish individual investigative milestones within the wider business problem.
- **Deliver Original Data:** Furnish authentic, primary evidence collected during the empirical cycle.

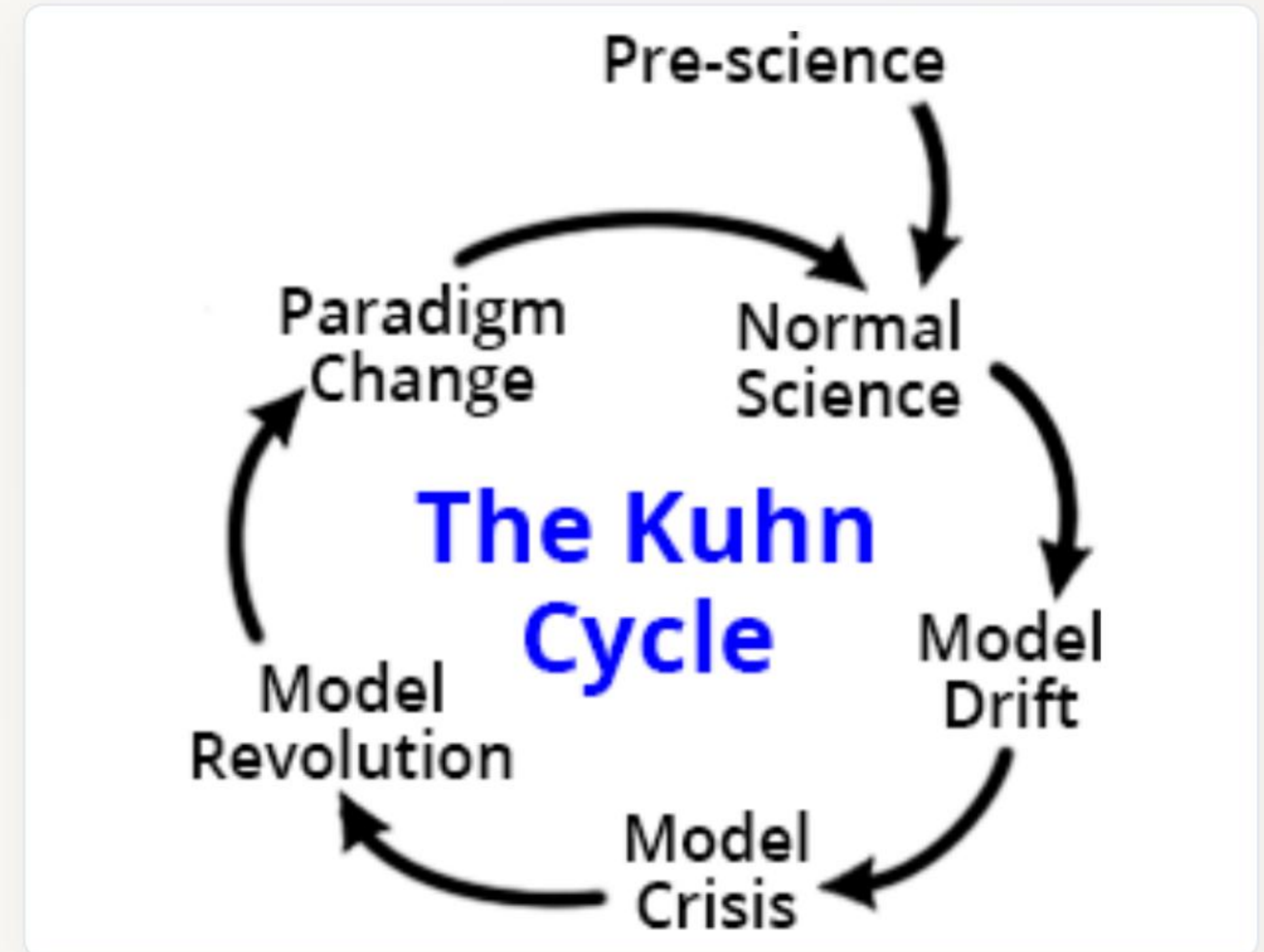
Kuhn's Cycle as a Scholarly Guide

THEORY

The Paradigm Shift in Applied Inquiry

Thomas Kuhn argued that scientific progress does not evolve through a quiet, linear accumulation of facts. Instead, disciplines experience revolutions characterized by major shifts in outlook.

- **Normal Science:** Operating within a dominant, established industry paradigm or set of business assumptions.
- **Anomaly & Crisis:** Unearthing critical business failures or data exceptions that current models fail to explain.
- **Scientific Revolution:** Embracing a new perspective (or paradigm) that accurately explains observed corporate realities.



Theme 1: The Inciting Incident

INTRODUCTION



The Spark

Identify the specific moment, corporate breakdown, or systemic event that first prompted the critical need for your research.



The Business Problem

Define the concrete practical issue that your study attempts to solve. What are the material costs of leaving this issue unaddressed?



The Back Story

Provide the vital context. Map out your professional narrative, industry background, and how you formulated this research plan.

Theme 2: The Rising Action

METHODOLOGY

Methodological Path

Detail the exact route your inquiry takes. Outline your selected methodologies, structural paradigms, and targeted participants.

Document the essential preparatory pilot studies and tests that served to refine your wider inquiry scale.

Justification & Progress

You must defend your selected course of action:

- **The Optimal Design:** Why is this methodology uniquely suited to address the inciting business crisis?
- **The Chosen Sample:** What value does this specific population or organizational data set add?
- **Path of Progress:** How does this step push your baseline understanding forward?

Theme 3: Navigating the Crisis

REFLECTION

All authentic research encounters unexpected anomalies. This theme documents the realistic friction of field research—it is not a post-hoc reflection, but a live diagnostic account.

-  **Anomalies & Obstacles:** Detail structural mistakes, data collection failures, and recruitment barriers encountered during research.
-  **Validity Controls:** Demonstrate a deep understanding of internal and external validity by describing how you protected data integrity amid these crises.
-  **Reliability Standards:** Outline the specific procedural corrections implemented to guarantee study replication and trust.

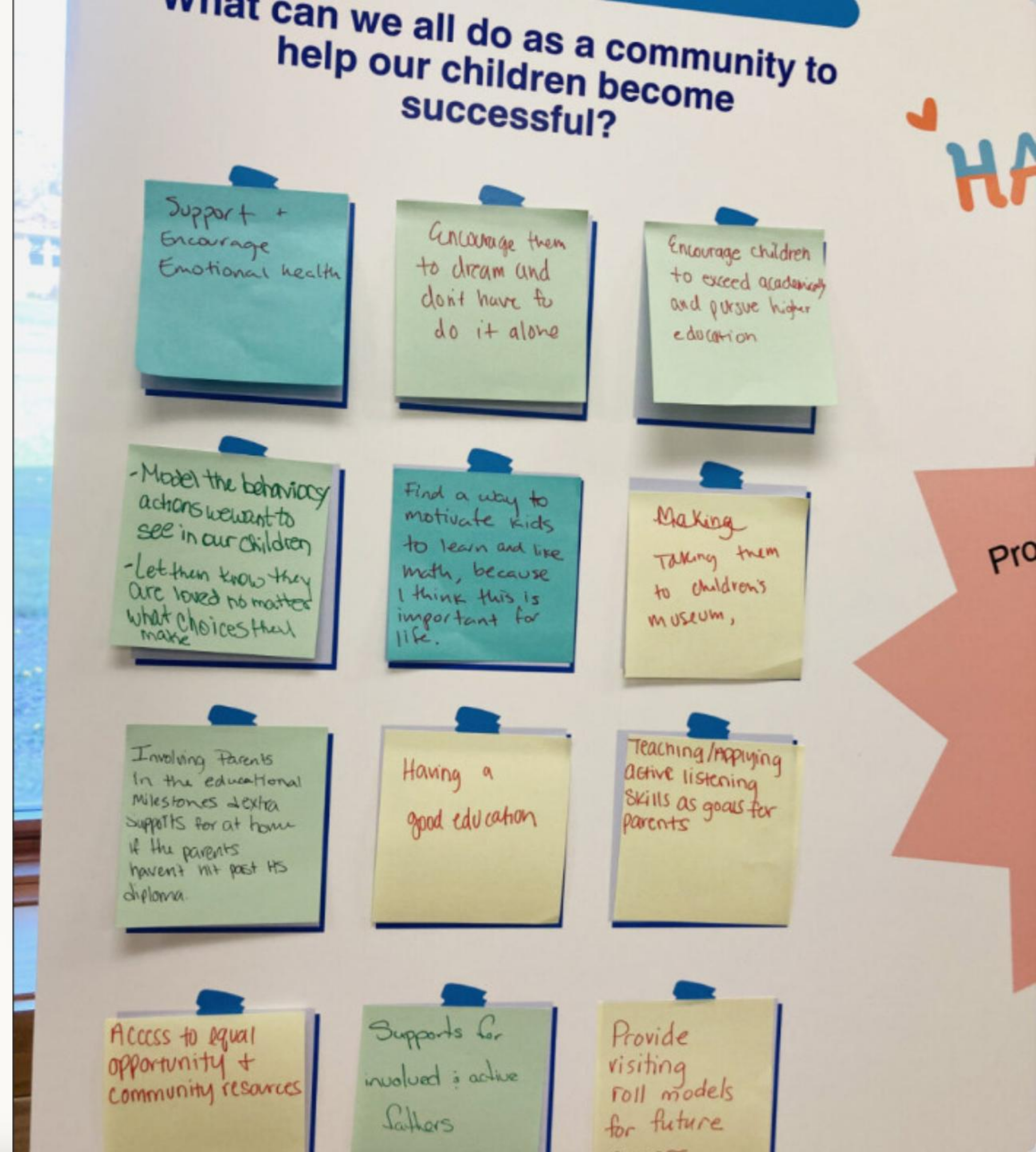
Theme 4: The Climax SYNTHESIS

Authenticity & High-Impact Reflections

This is the literal summit of your conceptual development. Candidates must lay bare their preparation and exhibit deep scholarly authenticity.

Required Evidence: Integrate raw, primary data markers such as transcript quotes, video/audio logs, and photographs of conceptual whiteboard workflows.

Evaluating this critical evidence helps external assessors confirm the credibility of your developing DBA project.



Support +
Encourage
Emotional health

Encourage them
to dream and
don't have to
do it alone

Encourage children
to exceed academically
and pursue higher
education

- Model the behavioral
actions we want to
see in our children
- Let them know they
are loved no matter
what choices they
make

Find a way to
motivate kids
to learn and like
math, because
I think this is
important for
life.

Making
Taking them
to children's
museum,

Involving Parents
in the educational
milestones & extra
support for at home
if the parents
haven't hit post HS
diploma.

Having a
good education

Teaching/Applying
Active listening
skills as goals for
parents

Access to equal
opportunity +
community resources

Supports for
involved & active
fathers

Provide
visiting
role models
for future

Theme 5: The Denouement

RESOLUTION

This stage represents the ultimate resolution of planning conflicts. Under Kuhn's model, it is the transition to the **New Paradigm**—establishing a coherent and deliverable path.

$$\text{Rigor} = \sum \text{Paradigm} + \text{Literature} + \text{Methodology}$$



Resolving Paradigmatic Contradictions: Reconcile clashes between literature, mixed-method approaches, and opposing paradigm assumptions.



Deliverability & Ethics: Build a highly structured and compliant action plan satisfying all institutional ethics.

DBA Portfolio Structure Map

FRAMEWORK

PORTFOLIO PHASE	KUHN RELATIONSHIP	FOCUS AREA	TARGET EVIDENCE
1. Inciting Incident	Pre-Science / Anomaly	The core business problem, institutional gaps, and industry origin stories.	Problem briefs & historical data
2. Rising Action	Normal Science (Articulation)	Methodological structures, study populations, pilot testing, and design defenses.	Pilot datasets & frameworks
3. Crisis	Anomaly & Crisis Stage	Honest accounting of empirical barriers; validity and reliability metrics.	Error logs & standard procedures
4. Climax & Denouement	Revolution & New Paradigm	Paradigmatic reconciliation, active field artifacts, and ultimate proposal.	Quotes, sticky notes & final proposal

Questions & Discussion

Embark on your paradigm shift. Structure your DBA portfolio with scientific and narrative precision.

Doctoral School Support Portal
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Programme

Image Sources



https://www.thwink.org/sustain/glossary/images/KuhnCycle/KuhnCycle_BasicCycle.png

Source: www.thwink.org



<https://jprm.scholasticahq.com/article/161572-using-data-walks-to-leverage-community-expertise-examples-in-research-practice-partnerships/attachment/342614.png>

Source: jprm.scholasticahq.com