

DBA METHODOLOGY FACILITATOR TOOLKIT

Realia-Paradigm Matrix: Solution Guide

Suggested Exemplar Answers and Research Question Framings Across Three Real-World Organizational Artifacts



Realia: Algorithmic Bias Warning Letter

CRITICAL REALISM

Deep Mechanism

Bias stems from proxy variables in historical training data combined with institutional risk incentives.

EXEMPLAR QUESTION:

"What underlying governance and data-curation mechanisms drive systemic bias in algorithmic credit decisioning?"

PRAGMATISM

Actionable Audit Tool

Current validation fails speed/fairness balance. Focuses on testing human-in-the-loop workflows.

EXEMPLAR QUESTION:

"How can continuous auditing protocols be integrated into loan-approval workflows to reduce regulatory risk?"

INTERPRETIVISM

Stakeholder Sensemaking

Examines how credit risk officers and developers negotiate conflicting definitions of "fairness."

EXEMPLAR QUESTION:

"How do risk managers and AI developers negotiate conflicting meanings of 'ethical risk' during software design?"

Realia: RTO Mandate vs. Engineer Attrition

CRITICAL REALISM

Power & Surveillance

Spike in turnover reflects clash between executive surveillance instincts and employee autonomy.

EXEMPLAR QUESTION:

"What generative mechanisms condition middle-management resistance during hybrid work transitions?"

PRAGMATISM

Policy Redesign

Replaces rigid rules with co-designed hybrid frameworks balancing productivity and retention.

EXEMPLAR QUESTION:

"What intervention models effectively align executive goals with worker autonomy to optimize retention?"

INTERPRETIVISM

Identity & Trust

Focuses on how employees interpret RTO mandates as distrust, altering professional identity.

EXEMPLAR QUESTION:

"How do software engineers reconstruct their professional identity and commitment in response to RTO mandates?"

Realia: ESG Spend vs. Stagnant Earnings

CRITICAL REALISM

Institutional Conflict

Analyzes structural friction between short-term capital market demands and ESG logic.

EXEMPLAR QUESTION:

"How do institutional capital structures constrain executive agency when implementing long-term ESG transformations?"

PRAGMATISM

Integrated Metrics

Develops actionable management frameworks translating ESG investments into financial value.

EXEMPLAR QUESTION:

"How can firms operationalize integrated ESG metrics to balance profitability with sustainability compliance?"

INTERPRETIVISM

Strategic Rhetoric

Investigates how C-suite executives construct stories in annual reports to maintain legitimacy.

EXEMPLAR QUESTION:

"How do executives navigate narrative tensions between investor expectations and sustainability commitments?"

FACILITATOR SUMMARY

Key Pedagogical Takeaway

"The realia artifact remains identical across all columns—yet changing the paradigmatic lens fundamentally alters the **research question, data collection method, and practical doctoral contribution.**"

Critical Realism: Uncovers hidden mechanisms

Pragmatism: Solves actionable problems

Interpretivism: Explores lived meanings