

Module: Human Capital Management (LCMB7023)

Programme: Master of Business Administration

Topic: Building a Human Capital Architecture for Strategic Renewal

Assignment Title: Assessment component 1: Individual report

Student Name: Shivang Narshibhai Kalsariya

Student ID: 2532573

Module leader : Gladius Kulothungan

Table of Contents

Introduction	3
TASK A: Socialisation, Identity & Business Activism	4
1.1 From Traditional Onboarding to Strategic Organisational Socialisation	4
1.2 A Strategic Socialisation Framework for Helios	6
1.3 Building Organisational Identity, Ethical Professionalism and Business Activism	7
TASK B: Job Design	8
2.1 A Strategic Job Design Architecture	8
2.2 Enhancing Intrinsic Motivation and Innovation	12
TASK C: Reflective Report (Gibbs' Reflective Cycle)	14
References	17

Introduction

This report is based on the development of a strategic human capital framework for Helios Urban Mobility (HUM), including with regard to organisational socialisation, job design, employee motivation, and business activists. It uses appropriate HR theory to offer practical solutions to benefit engagement, innovation, retention and the future performance of the organisation.

TASK A: Socialisation, Identity & Business Activism

1.1 From Traditional Onboarding to Strategic Organisational Socialisation

Traditional Onboarding versus Strategic Socialisation

At Helios Urban Mobility (HUM), typical onboarding would involve only finishing paperwork, running through guidelines, and giving job-specific training for the first couple of days. Although the new hire can familiarise themselves with the basic procedures, the service of Helios does not face the current problems involving low employee engagement (54%) and higher attrition among the graduates, or its longer 8-month ramp-up time. However, strategic organisational socialisation is an ongoing process that involves a chance to integrate with Helios' pioneering AI culture, through mentoring, structured learning and value-based experience (Mathur et al., 2026). Helios can become a committed organisation, increase employees' identification, minimise turnover, and create engaged organisational citizens by using Van Maanen and Schein's socialisation tactics, psychological contract theory, and identity construction.

Van Maanen and Schein's Organisational Socialisation Tactics

Van Maanen & Schein's organisational socialisation theory highlights the process of a new employee's successful adaptation to the organisation via structured socialisation. The following tactics are the ones that would help HUM to lessen the current ramp-up time of 8 months and enhance employee engagement: collective, formal, sequential, fixed, serial and investiture. Strategies should include offering structured induction programmes for new staff, providing clear learning milestones, encouraging experienced mentors to guide newcomers on the Helios innovation approach (AI-driven nature) and its ethical values (Dynamic Pixel, 2024). These tactics promote not only the psychological contract, but also heliconization, a decrease in uncertainty, a lower graduate attrition rate and create committed organisational citizens who can help Helios grow in the long run.

Psychological Contract Theory

Psychological Contract Theory is a theory that covers expectations and obligations of employers and employees outside the actual job contract (Verlinden, 2026). Helios Urban Mobility (HUM) wants its workforce to feel that there is purpose in their work, that there is something to progress

in, that they are supported by their leaders, and that they are acknowledged; its workforce wants purpose, progression, support, and recognition. Trust and employee engagement grow from the consistent and transparent communication, constant feedback, mentoring, and learning opportunities that meet those expectations. However, when expectations are not met, it can result in dissatisfaction and increased turnover, all of which have been factors in Helios' graduate attrition issue. This helps to prevent staff turnover, enhance commitment and help employees to settle in successfully to Helios' culture of innovation.

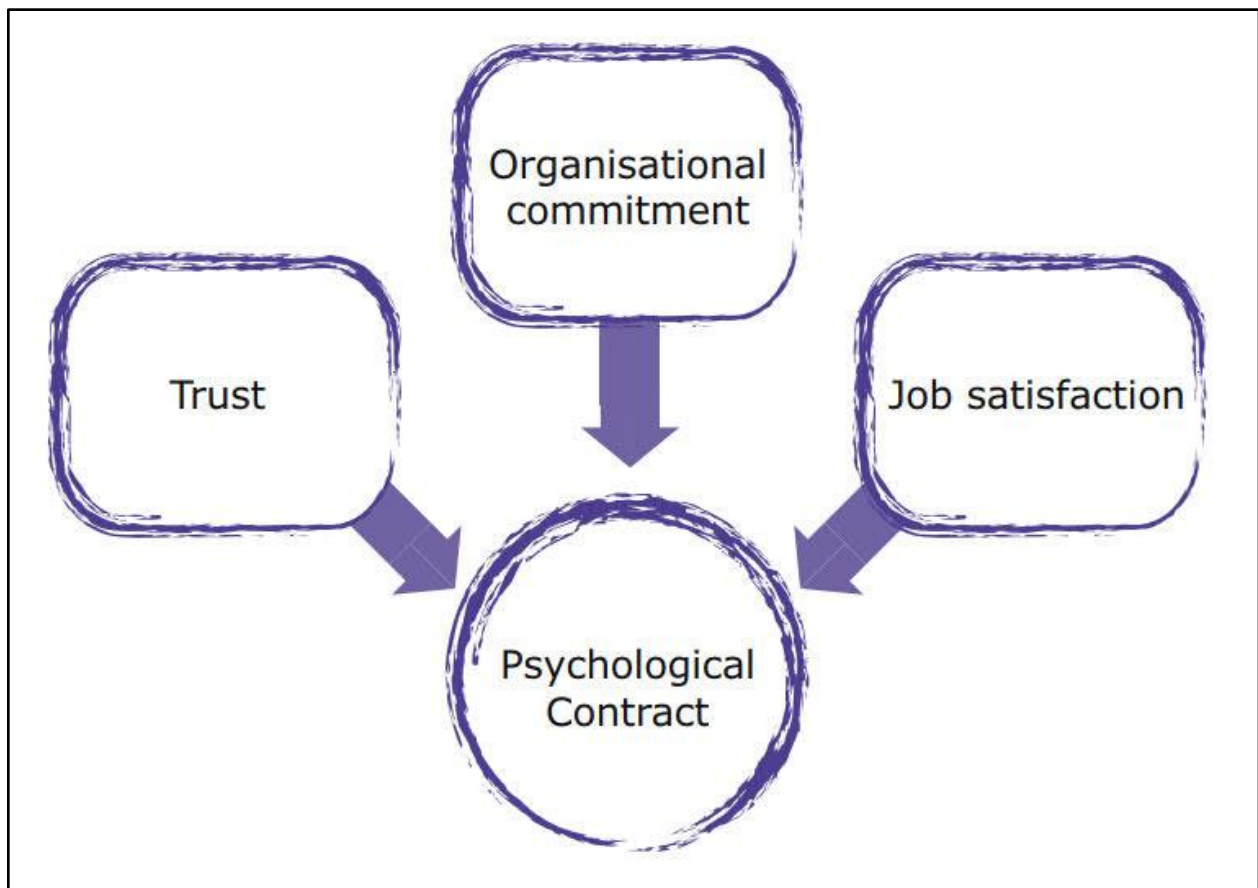


Figure 1: Psychological Contract Theory

(Source: Scouting Matters, 2021)

1.2 A Strategic Socialisation Framework for Helios

Pre-boarding (Offer Acceptance to Day One)

From the very beginning, post-offer, up to the pre-boarding phase, pre-boarders should be greeted with a digital onboarding portal, AI-driven learning and training modules, values of the company to which they're joining, a team introduction, and an assigned "Mentee" before the first working day. A complete set-up of IT, provision of access information and personalised communication will minimise ambiguity and enhance the psychological contract (Muhammad et al., 2024). This is especially relevant because of the current eight-month ramp-up period and the high graduate attrition rate of Helios.

First 90 Days

Helios Urban Mobility (HUM) should provide structured training based on the roles, weekly check-ins with managers, mentoring, cross-functional team projects, and monthly feedback sessions in the first 90 days to reinforce organisational identification and boost performance. The incentive horizons and behaviours should be crystal clear for the employees, coupled with ongoing feedback, encouragement and coaching to keep them on track and motivated. This is a solution to Helios' slow ramp-up and inactivity. Gallup's State of the Global Workplace 2026 found a global employee engagement drop to 20% in 2025, with a particular need to focus on the early employee engagement and manager support within the first 90 days (Gallup, 2026).

Year One

In year 1, Helios Urban Mobility (HUM) needs to get long-term commitment through leadership mentoring, regular performance reviews, career development and continuous learning. Join in cross-functional innovation projects, workshops on ethical issues and sustainability initiatives that are part of Helios' mission of providing AI-based urban mobility services. Career discussions will be held on a quarterly basis as well as individually to reinforce the psychological contract and enhance organisational identification (Teammeter, 2026). Finally, acknowledging your employees' successes and involving them in strategic decision making will help build a feeling of belonging, lower graduate attrition rates, build engagement and turn new hires into dedicated organisational citizens that add to Helios' sustainable competitive edge.

1.3 Building Organisational Identity, Ethical Professionalism and Business Activism

Developing Organisational Identification

Helios Urban Mobility (HUM) should promote its employees' sense of belonging to the company by fostering an organisational culture focused on delivering AI-based sustainable urban mobility

solutions. For new employees, opportunities for cross-functional innovation projects, leadership events, mentoring and regular town hall events to reinforce Helios' vision, values and strategic goals should be provided. Staff should also feel rewarded for attributes that show working collaboratively, innovatively and ethically. Activities that engage people in organisational initiatives and decision-making will build a sense of belonging and shared purpose. By focusing on Helios, employees are more likely to show commitment, engagement, discretionary effort and long-term commitment to the organisation.

Promoting Ethical Professionalism

Helios Urban Mobility (HUM) must also incorporate ethics throughout the recruitment, induction, leadership development and performance management procedures to foster ethical professionalism. Regular training on ethical AI, data privacy, sustainability, and ethical decision-making should be provided, along with a confidential whistleblowing system and leadership that exemplifies ethical conduct. This will bolster trust, accountability, and the sureness of stakeholders. HRCI's 2026 Workplace Safety Report revealed that 40% of HR professionals have encountered incidents of aggressive or criminal behaviour in the workplace, showing the necessity of proactive ethics programs and the importance of organisations having strong values to support a respectful and responsible workplace (HRCI, 2026).

Developing the Business Activist Mindset

Helios Urban Mobility (HUM) must also make an effort to foster the business activists mentality within its staff, which involves breaking out of mere operational roles and contributing towards the value creation of the customers, the society and the environment. Aligning with the shift for HR to become a Business Partner and the stakeholder capitalism perspective, employees should be duly empowered to engage in sustainability initiatives, ethical AI governance, community partnerships, and innovative projects to solve issues of urban mobility. The way people communicate and collaborate across different departments and use their creativity and intellectual ability to make decisions and solve 'complex social and business problems' should be supported by the leadership (Interaction Design Foundation, 2026). This will foster a cadre of socially responsible employees who will add value to Helios in ways that will help the company thrive, build Helios' reputation and long-term competitive edge, and boost its innovation capability.

TASK B: Job Design

2.1 A Strategic Job Design Architecture

Job Characteristics Model

Helios Urban Mobility (HUM) can redesign jobs to enhance employee motivation, engagement and innovation with the Job Characteristics Model. To leverage skill variety, integrate cross-function cross disciplinary AI and Sustainability projects, to encourage task identity, give employees the opportunity to work on projects that start from design to implementation, and to inspire task significance, emphasise the impact of smart mobility solutions on cities. Autonomy can be boosted by delegating decision-making authority to employees, while feedback is regularly provided by managers, and AI-powered performance systems drive continuous improvement (Cornerstone OnDemand, 2026). These five job characteristics can help to boost engagement, cut the rate of graduate departures, generate intrinsic motivation, and speed up organisational performance.

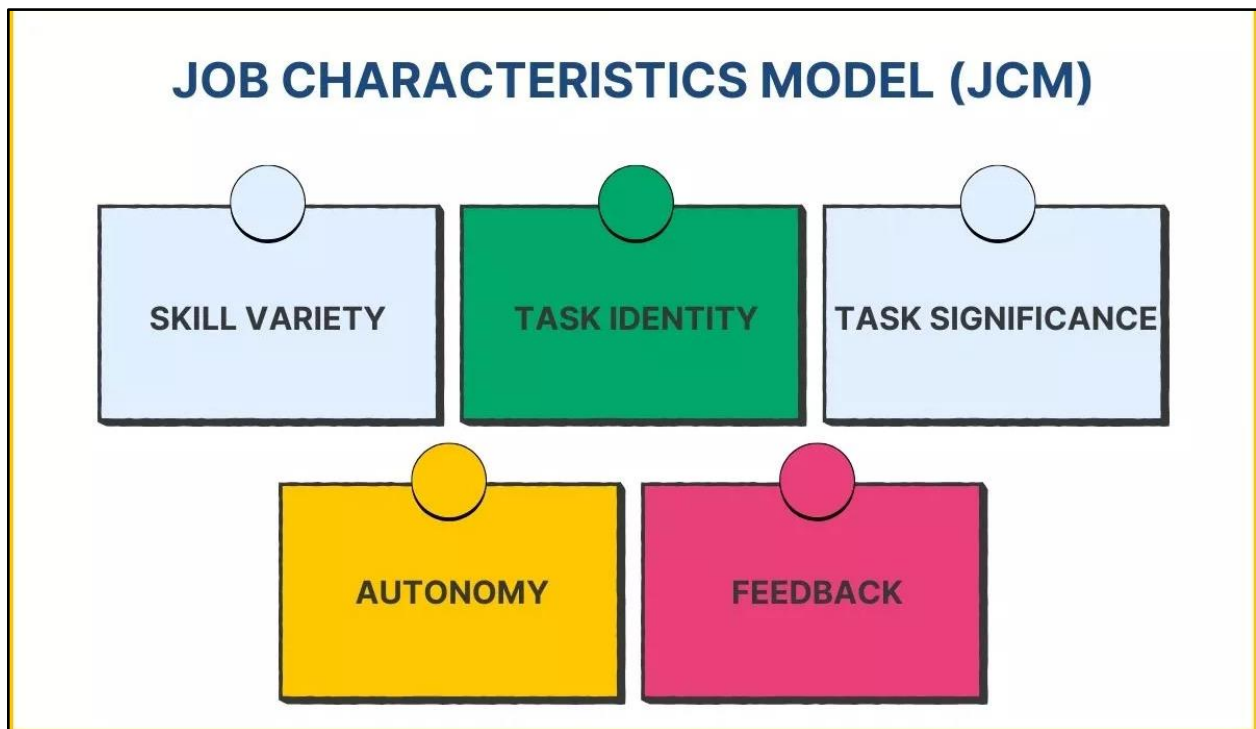


Figure 2: Job Characteristics Model

(Source: Unstop, 2024)

Job Crafting Theory

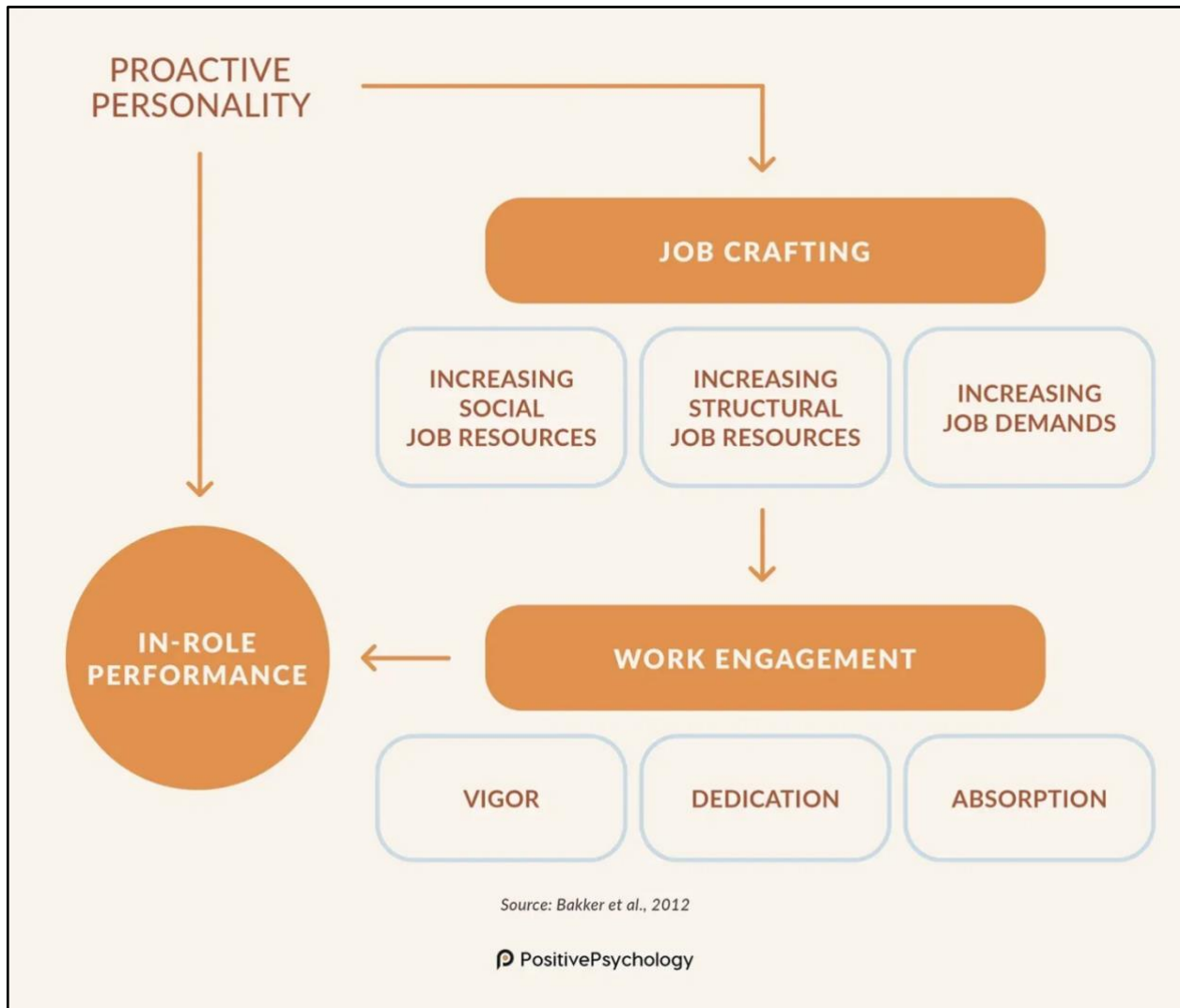


Figure 3: Job Crafting Theory

(Source: Veronika, 2024)

Job Crafting Theory involves an employee redesigning aspects of their job proactively and intentionally to improve their motivation, engagement and performance. Helios Urban Mobility (HUM) should foster job customisation, cooperation, and alignment with the organisation's mission of creating AI-assisted sustainable mobility solutions for its employees. That is, there may be opportunities for engineers to engage in cross-functional innovation tasks, or analysts may be able to get involved in smart city undertakings outside their normal roles (ECST, 2026). This flexibility leads to more autonomy, meaning and ownership of work. Thus, job crafting may

enhance engagement, lessen the loss of graduate talent, foster innovation and can have a positive influence on Helios' long-term organising effectiveness.

Skills-Based Architecture

A skill-based architectural approach allows Helios Urban Mobility (HUM) to group jobs according to the skills and competencies of the employees. Illustratively, employees' technical, digital, analytical and leadership capacity should be regularly reviewed and aligned to projects that need capacity for AI, data analysis, and sustainable mobility expertise (London Premier Centre, 2024). Helios' focus on skills rather than traditional roles enables it to respond better to the shifting needs of businesses, boost the agility of the workforce, facilitate greater internal mobility, lower the number of graduates leaving, and develop a future-ready workforce to support long-term strategic growth.

Internal Talent Marketplace

The Internal Talent Marketplace (ITM) would be a tool that will finally make it possible for Helios Urban Mobility (HUM) to align the right people—by skills, interests and career aspirations—with the right opportunity, whether through internal transfer or promotion: short-term projects, innovation or development opportunities. A platform powered by AI would allow employees to use it to tap into other functions, including smart infrastructure analytics, sustainability, product development, AI engineering and more (IBM, 2024). For Helios, the implementation of a talent marketplace could help to boost employee engagement and retention of high-potential graduates, foster innovation and speed up the alignment of critical talent where it impacts most strategically for the organisation.

Proposed Integrated Job Design for Helios

Helios Urban Mobility (HUM) is proposing an integrated job design that integrates the Job Characteristics Model, Job Crafting Theory, Skills-Based Architecture and an Internal Talent Marketplace in order to develop a flexible and innovative workforce. Work opportunities should offer autonomy, skill variety, meaningful work, and ongoing feedback, and enable workers to tailor jobs to suit their strengths and interests (Khan et al., 2024). This all-in-one model will bolster Helios' intrinsic motivation, boost innovation, enhance employee engagement, decrease the rate at which graduates leave, and help shape a very agile workforce that's ready to help Helios continue to grow strategically over the long haul.

2.2 Enhancing Intrinsic Motivation and Innovation

Self-Determination Theory

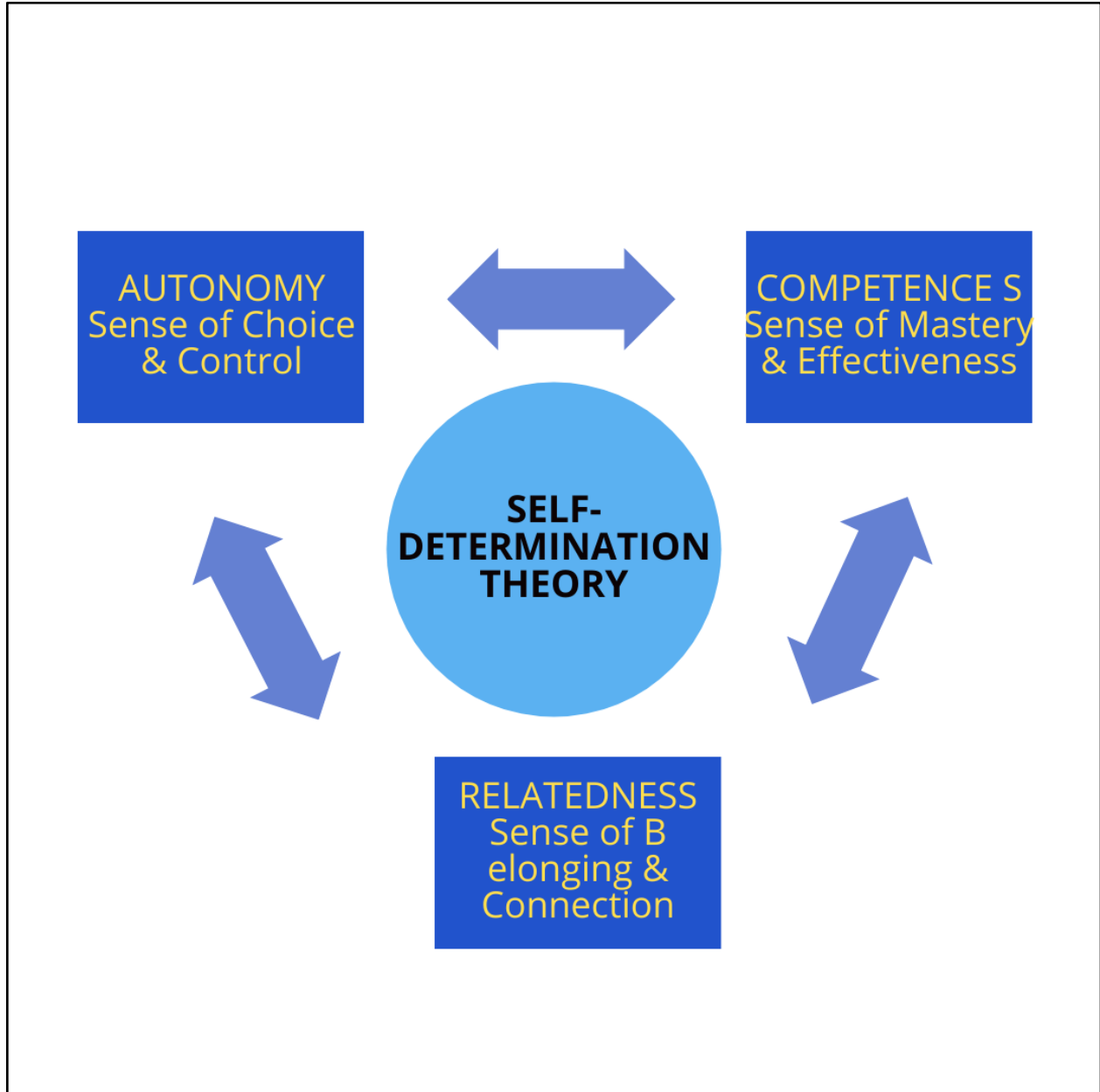


Figure 4: Self-Determination Theory

(Source: Education Library, 2024)

According to Self-Determination Theory, the needs of autonomy, competence, and relatedness can be met, resulting in an intrinsically motivated employee (Cherry, 2024). Helios Urban Mobility (HUM) may be the place where decisions on AI and smart mobility projects can be handed to

employees to enhance autonomy. The development of competence would look like an ongoing process built around continuous learning, mentoring core skills and having job-specific training, whereas the building of relatedness would be achieved through working in teams with other people and participating in cross-functional innovation programmes.

Intrinsic Motivation through Redesigned Jobs

Helios Urban Mobility (HUM) designed jobs shall foster intrinsic motivational aspects, making them more meaningful, autonomous and oriented towards work development. Provide increased autonomy and responsibility for AI-driven mobility initiatives, cross-training opportunities to utilise a variety of skills, and flexibility to apply AI in a way that crafts the job more effectively (Frontiers in Psychology, 2025). Collaboration will be strengthened, and competence will be enhanced through regular feedback, mentoring and involvement in cross-functional innovation teams.

Innovation through Autonomy, Collaboration and Continuous Learning

Helios Urban Mobility (HUM) needs to enable a work environment that supports learning, cooperation, and autonomy to help facilitate innovation. The workforce must be empowered to try out new things, to make decisions on projects involving AI and to suggest new solutions to urban transport issues. Teams should be interdisciplinary, involving both engineers and data analysts as well as sustainability professionals with a broader potential to help communicate and address complex issues. A plan for supporting the ongoing learning needs should be available, for example mentoring, on-line training and training and acquisition of skills should be in line with new technologies (Holistique Training, 2026). By combining these elements, Helios's integrated strategy will foster creativity, improve knowledge transfer, boost staff motivation, and enhance overall flexibility.

Expected Organisational Outcomes

With the strategic job design proposed for Helios Urban Mobility (HUM), employee engagement is expected to increase, as well as graduate turnover, and the present 8-month ramp-up time to be reduced. Using the Job Characteristics Model, Job Crafting Theory, Skills-Based Architecture, and the Internal Talent Marketplace, jobholders' autonomy, meaningfulness, ongoing learning, and career growth will all be enhanced. On its part, these will bolster the intrinsic motivation, collaboration and innovativeness of the team as well as the agility of the organisation and

capability building of its workforce. In doing so, Helios will foster a very well-skilled and motivated workforce that will provide innovative mobility services based on AI, enhance organisation efficiency, increase competitiveness and support the sustainable development of the company.

TASK C: Reflective Report (Gibbs' Reflective Cycle)

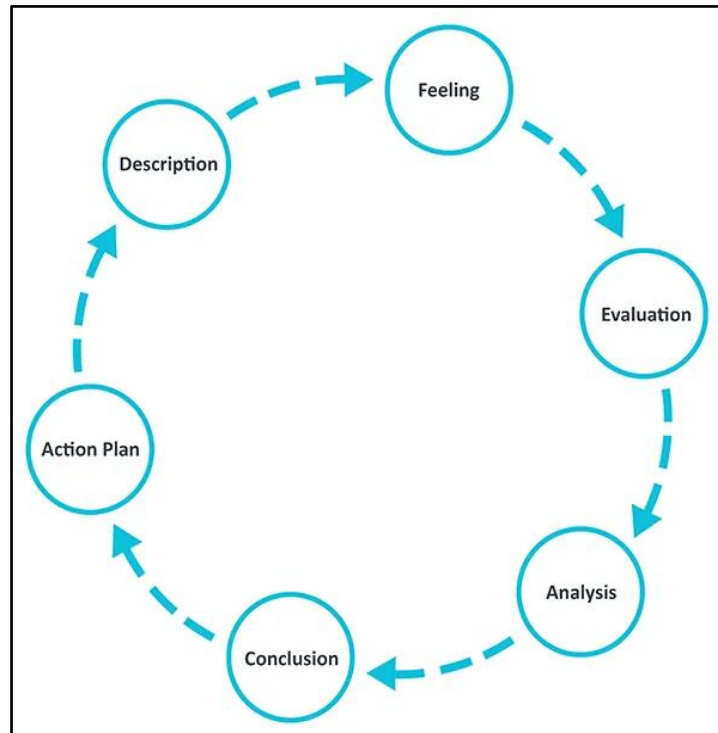


Figure 5: Gibbs' Reflective Cycle
(Source: University of Edinburgh, 2026)

1. Description

In this Human Capital Management assignment, I have tackled organisational issues encountered by Helios Urban Mobility (HUM), such as poor organizational socialization, low level of employee engagement, and a high number of graduate employees who left. Used strategic HR theory to recognise organisational socialisation, psychological contract theory, job design and intrinsic motivation and provide practical recommendations. The entire process also involved considering the ethical application of AI as a supportive tool and maintaining my critical thinking and academic judgment to drive analysis.

2. Feelings

I found that applying the different theories of strategic HR to a fictional business environment was a bit hard on the first go round, but it eventually became easier. Whilst exploring the issues Helios Urban Mobility (HUM) faced, I became more confident in connecting the theoretical with the practical. Understood how to create HR strategies that align with employee engagement, innovation and the performance of the organisation. It also deepened my value of critical thinking and evidence based in making good decisions regarding human capital management.

3. Evaluation

The assignment was a rich learning experience that advanced my knowledge of strategic human capital management. The application of HR theories to the Helios Urban Mobility (HUM) scenario allowed me to assess the practical solutions for the enhancement of organization socialization, job design and employee engagement. A major strength was the creation of evidence-based recommendations, which were consistent with business objectives. I did, however, appreciate that theoretical constructions might not take into account the intricacies of an organisation. Through this experience, I realised how vital it is to blend knowledge, critical thinking and practical wisdom to resolve practical HR issues effectively.

4. Analysis

This assignment emphasised the need for effective human capital management, which involves alignment with the goal of organisations by the use of strategic HR theories. Analysis and application of theory across scenarios like Helios Urban Mobility (HUM) revealed the impact HR practice can have on engagement and innovation, and the role of conceptualising it for improving the retention of employees. I also found that while AI tools can assist with research and data analysis, there's a critical need for contextual understanding and ethical decision-making to make informed HR choices.

5. Conclusion

This reflection has strengthened the insight of strategic human capital management (SHCM) and how this relates to the success of an organisation. Increased confidence in the application of theories to real-world issues in HR and the ethical application of AI as a decision support tool. These learnings will benefit me in future as a good HR.

6. Action Plan

To develop my knowledge of SHRM more widely, I will ensure that I keep abreast of current academic papers and literature. I will cultivate my own and AI skills through additional online professional development and use AI responsibly while employing critical thinking. Furthermore, I will get to experience working in a group project and networking, as well as professional development to further improve my leadership, communication and influencing skills strategically.

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