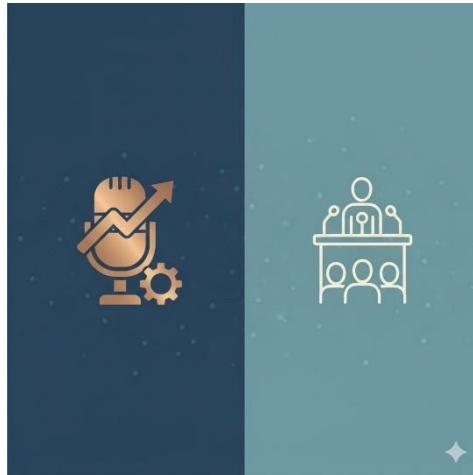




University of Wales
Trinity Saint David
LONDON

Master of Business Administration

International Business Pathway



Contemporary Employability Skills

Assessment 1: Individual Report — Weight: 50%

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Designing a Human Capital Architecture for Strategic Renewal

A Case-Based Strategic HR Assignment on Helios Urban Mobility (HUM)

Module: Human Capital Management

Programme: Master of Business Administration

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Contents

1. Executive Summary	3
2. Introduction	3
3. Company Overview	3
4. Task A: Socialisation, Identity and Business Activism	4
5. Task B: Innovative Job Design Strategy	6
6. Task C: Reflective Report	8
Bibliography	9
AI Use Acknowledgement	14

1. Executive Summary

This report is written for the Board of Helios Urban Mobility (HUM), a fast-growing European smart-transport company. HUM has three problems: new employees take too long to become productive; employee engagement has fallen to 54%, and many talented graduates leave early.

As an external Strategic Human Capital Advisor, I studied HUM's culture, onboarding process and job design. The main finding is that HUM's problems come from weak employee integration and rigid job structures, not from hiring.

This report recommends a structured 365-day onboarding programme, stronger employee identity building, and a flexible, skills-based job design. Together, these changes should help HUM reduce ramp-up time, raise engagement and keep its best talent.

2. Introduction

This report looks at the culture, working environment and job design of Helios Urban Mobility (HUM), a European smart-transport start-up. Its purpose is to explain why HUM faces slow employee ramp-up, low engagement and high graduate turnover, and to recommend practical solutions.

HUM was chosen because it shows common challenges faced by fast-growing technology companies: rapid hiring, weak onboarding and rigid job roles.

This report is based on the assignment brief provided by HUM's Board, together with academic theories on organisational socialisation, psychological contract, job design and stakeholder capitalism, and relevant journal articles and books.

The report has three parts. Task A looks at socialisation, identity and business activism. Task B looks at innovative job design and motivation. Task C is a personal reflective statement on using Artificial Intelligence as a decision-support tool, together with a personal capability development plan.

3. Company Overview

Helios Urban Mobility (HUM) is a European smart-transport start-up with around 450 employees. The company operates from three main hubs: London, Berlin and Singapore.

HUM works in the smart-mobility and city-technology sector. Its main products are AI-enabled electric mobility systems and smart infrastructure analytics, which it sells mainly to city governments.

HUM's business objective is to help cities build cleaner, smarter and more efficient transport systems using data and artificial intelligence.

After five years of fast growth, HUM has become an important player in the smart-transport industry, but its internal people processes have not grown at the same pace. The Board is now focused on strategic renewal: closing the gap between HUM's fast external growth and its internal Human Capital practices, so the company can keep growing while keeping its best people.

4. Task A: Socialisation, Identity and Business Activism

4.1 Executive Summary

HUM's real problem is weak employee integration, not hiring. New employees join but do not build a strong connection to HUM's culture and people. I recommend a 365-Day Structured Socialisation Framework that supports employees from offer acceptance through their first year. This should cut ramp-up time, raise engagement and reduce graduate turnover.

4.2 Current Situation and Critical Evaluation

HUM's onboarding today is mostly paperwork, system access and short orientation. It depends heavily on individual managers, so the experience is inconsistent across departments. This is one reason new hires take about eight months to feel confident, and low engagement is usually linked to lower motivation and higher turnover [1].

Van Maanen and Schein describe formal, sequential and serial socialisation tactics, where clear stages and mentors guide new employees, compared with informal, random tactics that leave employees to learn alone [2]. HUM's current approach is closer to the informal type, which explains the slow ramp-up and weak sense of belonging.

Psychological contract theory explains why onboarding quality matters. Employees form ideas about what they owe the organisation, and what it owes them, from their earliest experiences [1]. Poor onboarding signals a short-term relationship and weakens commitment. A caring, well-structured process instead builds trust, especially for graduates who expect real investment in their growth.

Identity Construction Theory adds that employees commit more strongly when they see themselves as part of the organisation, not just someone doing a job [3]. HUM's paperwork-heavy onboarding gives little chance to build this identity.

4.3 A Structured Socialisation Framework: Pre-Boarding to Year One

I recommend a socialisation process that runs through the whole first year, summarised in Table 4.1.

Stage	Key Activities	Expected Outcome
Pre-Boarding	CEO welcome email, buddy assignment, digital portal	Reduces anxiety, builds excitement
First Week	Leadership meetings, department visits, culture workshop	Builds understanding and relationships
First 90 Days	Structured training, weekly coaching, feedback meetings	Faster learning, earlier productivity
3–12 Months	Career talks, mentoring, innovation projects	Higher engagement and retention

The process starts two weeks before joining, with a CEO welcome email, a digital onboarding portal and a buddy. In week one, employees meet leaders, visit departments and see live projects instead of only policy talks. Over the first 90 days, employees follow a structured learning plan with weekly coaching. Support then continues through the rest of the year with career talks, mentoring and cross-functional projects.

This design follows Van Maanen and Schein's formal, sequential and serial approach [2]. HR should own the design and milestones, managers should own coaching, and senior leaders should own visible touches such as the CEO message and mentoring.

I also recommend a Graduate Accelerator Programme: graduates rotate through two business functions, join one innovation project, and receive monthly mentoring from a senior leader. This shows HUM is serious about their growth, addressing a common reason graduates leave early.

Progress should be tracked with outcome measures, not just activity counts, as shown in Table 4.2.

KPI	Current	Target After 12 Months
Ramp-up Time	8 Months	3 Months
Employee Engagement	54%	Above 75%
Graduate Attrition	High	Reduced by 40%
90-Day Retention Rate	Not Measured	Above 95%

4.4 Building Identification, Ethical Professionalism and Business Activism

To build identification, I recommend a monthly CEO Town Hall with open discussion and anonymous questions, plus quarterly Innovation Days where staff from different departments and countries solve real business problems together. This matches Identity Construction Theory, where employees commit more when they see themselves as part of the organisation [3].

For ethical professionalism, HUM should run a monthly Ethics in Action session on real issues such as privacy, AI ethics and sustainability, and include ethical behaviour in performance appraisals.

To encourage business activism, HUM should launch a digital Innovation Portal for employee ideas, with the best ideas funded and recognised, plus five innovation days per year for every employee. This reflects Ulrich's HR Business Partner model, which involves employees in strategic decisions rather than only routine work [4].

4.5 Conclusion

HUM's real problem is employee integration, not recruitment. A 365-Day Structured Socialisation Framework, supported by stronger identification, ethics and business activism, should cut ramp-up time, raise engagement and help HUM keep its best graduates.

5. Task B: Innovative Job Design Strategy

5.1 Executive Summary

HUM's rigid, fixed job structure limits collaboration, learning and motivation. I recommend redesigning jobs around skills, flexibility and employee ownership, combining a Skills-Based Architecture, an Internal Talent Marketplace, Job Crafting and the Job Characteristics Model.

5.2 Current Situation Analysis

HUM's current job design suits a traditional company, not a fast-growing technology firm. Employees are hired for one role and usually stay in one department. This gives clarity but limits learning, collaboration and innovation.

Many employees, especially graduates, expect to learn new skills and explore different career paths; without this, they lose motivation or leave. Departments also work independently, making knowledge sharing and quick responses difficult.

This rigid structure likely causes all three problems in the brief: narrow training slows ramp-up, low control over work lowers engagement, and few varied career paths drive graduate attrition.

5.3 Skills-Based Job Architecture and Internal Talent Marketplace

I recommend a Skills-Based Job Architecture: a digital skills profile for every employee, covering technical skills, certifications and interests, reviewed every six months. Managers can then assign work based on full skill sets, not just job titles [5].

An Internal Talent Marketplace should let employees apply for short-term projects in other departments, up to about 20% of their working time, so their main role is not disrupted. For example, an AI engineer in London could join a sustainability project in Singapore. This should boost collaboration, knowledge sharing and understanding of the wider business.

5.4 Job Crafting

I recommend a Job Crafting Programme, where employees hold an annual conversation with their manager to shape part of their role around their interests, within business needs [6]. A

'20% Growth Time' policy would let employees spend up to one day every two weeks on approved learning or innovation projects outside their normal role.

5.5 Redesigning Roles Using the Job Characteristics Model

Roles should also be redesigned using the five elements of the Job Characteristics Model (Table 5.1): skill variety, task identity, task significance, autonomy and feedback [7].

Characteristic	Practical Recommendation at HUM
Skill Variety	Cross-functional projects using multiple skills
Task Identity	Complete project ownership, not small tasks
Task Significance	Share customer success stories regularly
Autonomy	More freedom to decide how work is done
Feedback	Monthly coaching instead of annual reviews

For example, engineers should own whole features, not just small modules, and unnecessary approvals should be cut. A short manager-training programme should go alongside this rollout so real autonomy is given in practice.

5.6 How This Design Improves Motivation and Innovation

Together, these changes let employees use their full abilities, learn from other teams, shape their careers and do meaningful, autonomous work. This meets employees' needs for competence, autonomy and connection, the main drivers of intrinsic motivation [8]. Cross-functional teamwork should also boost innovation, as employees with different backgrounds work together more often.

5.7 Conclusion

HUM's future depends on jobs built around skills and ownership, not fixed roles. This job design gives HUM a practical way to improve motivation, engagement and retention while supporting its long-term strategy.

6. Task C: Reflective Report

6.1 Using AI as a Decision-Support Tool without Losing Human Judgement

Artificial Intelligence is becoming important in HR because it can process large amounts of data quickly [9]. As a future HR professional, I would use AI for routine tasks such as resume screening, survey analysis, reporting and workforce forecasting.

For example, AI could quickly shortlist graduate applicants against set requirements. However, I would not rely on AI alone for final hiring decisions. In interviews, I would personally judge communication, attitude, values and cultural fit, since these cannot always be measured by technology, and fairness needs human judgement.

AI can also spot patterns in engagement surveys and predict turnover risk, but before acting on this, I would discuss findings with managers and employees, since data alone cannot explain emotions or culture. Bias is another concern: AI learns from historical data, so its recommendations may repeat past bias [10].

I would regularly review AI outputs to keep recruitment, promotion and performance decisions fair, and stay transparent with employees about when AI is used, to build trust. I will treat AI as an intelligent assistant, while I remain responsible for making fair, balanced decisions.

6.2 Personal Capability Development Plan

To become an effective HR professional, I need to build several capabilities alongside technical knowledge, summarised in Table 6.1.

Capability	Development Plan	Timeline
Data Literacy	Learn Excel, Power BI and HR Analytics	Next 12 Months
AI in HR	Build skills in ChatGPT, Copilot and AI HR tools	Next 12 Months
Strategic Influencing	Improve communication and negotiation skills	1–2 Years

Capability	Development Plan	Timeline
Leadership & Project Management	Lead academic or workplace projects	2 Years
Global Mobility Awareness	Learn international HR practices and laws	Continuous

Data literacy and AI knowledge will likely be the most important skills for future HR professionals, as organisations increasingly use workforce data in decisions. At the same time, interpersonal skills such as empathy, communication and leadership will keep setting good HR professionals apart from technology [11]. Over the next three years, I plan to complete HR certifications, build my analytical skills and gain experience through internships and workplace projects.

The future of HR will depend on balancing technology with human values. AI can improve efficiency in recruitment and analysis, but final decisions should stay with HR professionals, since judgement, ethics and empathy are needed for fair outcomes. My long-term goal is to become an HR professional who understands technology but uses it responsibly to support a positive employee experience.

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AI Use Acknowledgement

AI Tool Used: ChatGPT (OpenAI)

I acknowledge the use of ChatGPT (<https://chatgpt.com/>) on 12 July 2026 to support my research and proofreading using the prompt(s):

1. Find recent peer-reviewed journal articles on organisational socialisation, psychological contract theory, job design and stakeholder capitalism.
2. Summarise the key findings of the selected journal articles.
3. Compare the similarities and differences between relevant Human Resource Management theories.
4. Please check the following text for readability, grammar and syntax without rewriting or generating new content.

I confirm that I have not presented any AI-generated text as my own work. I confirm that I have copies of my drafts, notes, and other resources I used before and after the use of AI tools, which I may be asked to provide as evidence.