



Programme name: Master of Business Administration

Module code & name: LCMB7023 Human Capital Management

Title of submission: Assessment component 1: Individual report on Helios Urban
Mobility (HUM)

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Word Count: 2515

Submission date: 17th July, 2026

AI Declaration

No AI tool has been used to complete the task, it is the outcome of my own research work.

Table of Contents

TASK A: Socialisation, Identity & Business Activism.....	4
Traditional onboarding vs strategic organisational socialisation	4
Structured socialisation framework for Helios	5
Mechanisms for organisational identification	6
Mechanisms for ethical professionalism	7
Mechanisms for “business activist” mindset	7
TASK B: Job Design.....	8
Innovative job design strategy	8
Stimulation of intrinsic motivation and innovation	10
TASK C: Reflective report	12
AI use as a decision-support tool.....	12
Personal capability development plan	13
References.....	15

TASK A: Socialisation, Identity & Business Activism

Traditional onboarding vs strategic organisational socialisation

The concepts of traditional onboarding and strategic socialisation can be evaluated for identifying a suitable option for Helios Urban Mobility (HUM). Traditional onboarding generally lasts from the employee's first day to several weeks and primarily focuses on operational requirements (Pinco *et al.*, 2025). On the other hand, strategic socialisation is a continuous process that helps employees learn about organisational values, and expected behaviours (Reissner *et al.*, 2024). According to the organisational socialisation theory of Van Maanen and Schein, six socialisation tactics include collective vs individual, formal vs informal, sequential, fixed, serial, and others (Marini *et al.*, 2025). Here is a comparison based on these tactics:

Socialisation Tactic	Traditional Onboarding	Strategic Socialisation
Collective vs Individual	Collective orientation sessions	Combination of cohort learning and personalised coaching
Formal vs Informal	One-day induction	Structured constant learning roadmap
Sequential	Minimal guidance	Clearly defined milestones
Fixed	No timeline	Planned 30-60-90 day objectives
Serial	Limited mentoring	Experienced mentor guidance
Investiture vs Divestiture	Employees expected to fit in	Existing strengths recognised and developed

Table 1: Comparison of Traditional onboarding and organisational socialisation

(Source: Pinco *et al.*, 2025; Reissner *et al.*, 2024)

Based on this analysis, it seems that the strategic socialisation is more suitable for Helios. While traditional onboarding is less complex, it also fails to ensure innovation.

According to the psychological contract theory, there are some unwritten set of mutual expectations and obligations between an employee and an employer (Topa *et al.*, 2022). Traditional onboarding fails to address this being highly limited in terms of employee guidance. Helios is currently struggling with graduate attrition suggesting limited support. This can be addressed with strategic socialisation.

Structured socialisation framework for Helios

Helios is currently dealing with multiple challenges. Socialisation of newly hired candidates takes up to eight months, suggesting weak socialisation. Besides, there are also reduced employee engagement and high attrition, especially among high-potential graduates. Here is a suitable socialisation framework to address these challenges:

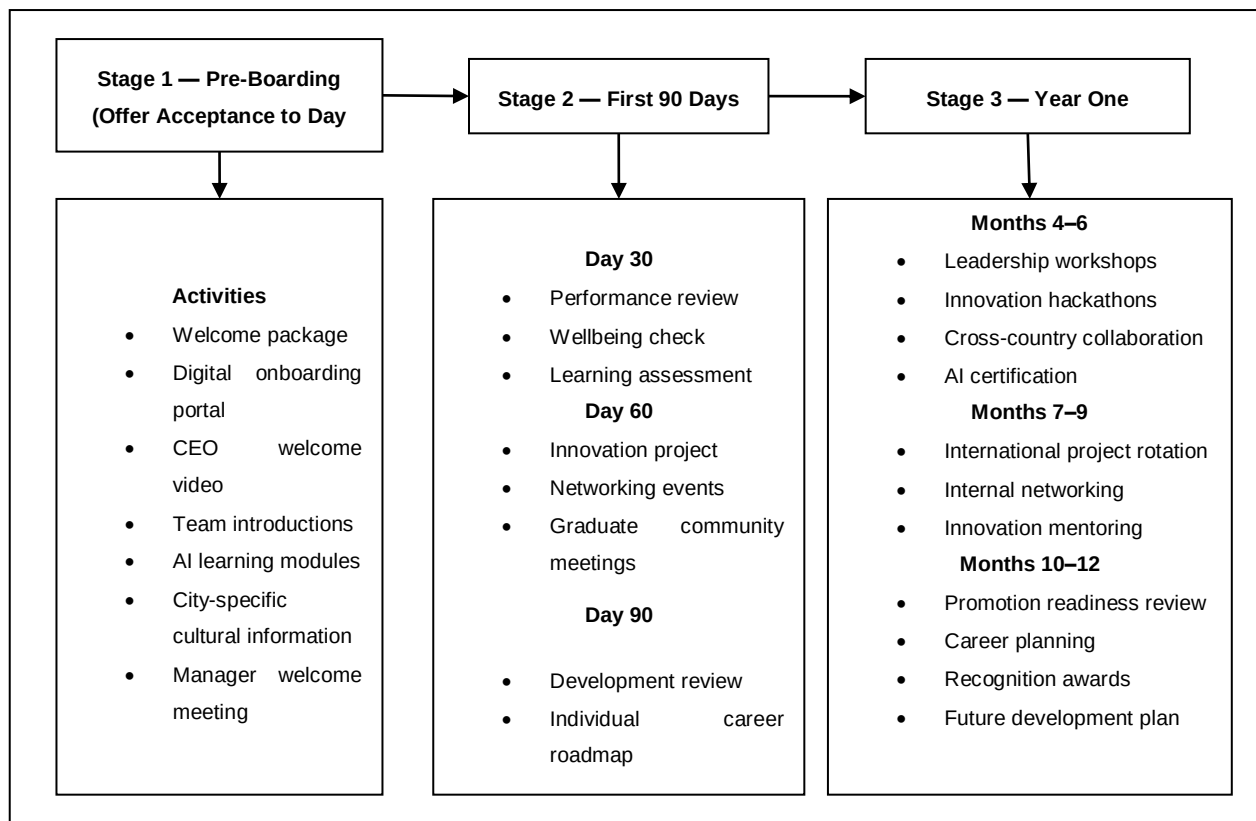


Figure 1: Socialisation framework for Helios

(Source: Self-created)

As the above figure shows, the first stage refers to pre-boarding. It starts with activities like welcome package, digital onboarding, welcome video from the CEO, team introductions and AI learning modules. As per the psychological contract theory, early communication demonstrates organisational investment before employment begins (Topa *et al.*, 2022). This makes this step highly beneficial for the new recruits in Helios.

The second stage focuses on the first 90 days' schedule for the new recruits. The first week starts with workshops on organisational culture and team integration, while the month focuses on mentor meetings, technical training and performance review for feedback. A study shows 21% employees benefitted from work culture workshops (Karellas, 2026). While this concludes day 30, day 60 will ensure cross-functional innovation projects, networking events and graduate community meetings. Finally, day 90 will conclude with development review, individual career roadmap and psychological contracts. This will contribute to engaging the employees better.

The third stage focuses on the first year of the new recruit. Months 4-6 will ensure consistent leadership workshops, innovation and cross-country collaborations. Months 7-9 will include international project rotations, internal networking and innovative mentoring. Studies show that cross-departmental mentorship benefits new recruits (Focus People, 2025). The final months 10-12 will ensure promotion readiness, career planning and recognition awards. Harvard model of HRM believes in treating employees as valuable assets rather than just variable costs (Järlström *et al.*, 2023). Following this, the structure will be suitable for managing the new employees in Helios.

Mechanisms for organisational identification

Organisational identification looks into the ability of employees to show loyalty within an organisation. According to the Identity Construction Theory, employees develop stronger organisational identities when they align their personal values with the organisational goals (Ren and Chowdhury, 2026). Helios should embed its mission of AI-enabled sustainable urban transport within the HR activities. For instance, Hitachi has integrated AI for onboarding to reduce delays (Kapadia, 2025). Besides, mentoring is an essential aspect of Van Maanen and Schein's Socialisation tactic (Marini *et al.*,

2025). Considering this, it will be beneficial for Helios to assign experienced mentors to graduate employees with cross-functional communities of practice.

Mechanisms for ethical professionalism

Ethical professionalism is essential for Helios to maintain effective HRM practices in Helios. Scenario-based workshops can be beneficial for Helios. According to Social Learning Theory, employees learn acceptable workplace behaviours by observing role models (Guo *et al.*, 2023). Following this, Helios should maintain ethical leadership within the operations. Patagonia is an example of ethical leadership, with a focus on transparency and fairness (The People Space, 2024). Besides, considering the Michigan Model of HRM, activities like recruitment, performance management, development and rewards should be aligned (Mateng'e, 2022). For this, Helios should focus on regular performance evaluations and appraisals to ensure that the employees abide by the ethical standards.

Mechanisms for “business activist” mindset

A “business activist” mindset is essential for companies to succeed. Dave Ulrich believes that modern HR professionals have evolved into strategic business partners as they influence organisational performance (Tuck, 2026). Following this, Helios should offer training for the HR officials. Moreover, it can arrange annual innovation competitions for employees to solve urban mobility challenges. For instance, Tata Steel organises the “Mind Over Matter” challenge annually for innovative ideas (Tata Steel, 2025). Stakeholder capitalism, on the other hand, asserts that companies should create long-term value for all stakeholders (Mhlanga, 2022). Following this, Helios will focus on structured learning for employees regarding value creation for different stakeholders. Innovation councils and strategy workshops can be used to engage graduate employees.

TASK B: Job Design

Innovative job design strategy

An effective job design strategy is essential for companies to attract and acquire talent. Helios is currently struggling extended employee ramp-up period, declining employee engagement and high attrition rate. The Skills-Based Architecture helps to offer organisational agility by enabling employees to move across projects as organisational needs evolve (Harney and Gubbins, 2024). Following this, Helios should redesign jobs based on employees' verified skills. For instance, Delta Airlines uses a Talent Hub platform to utilise employee skills to manage their workflow (Cantrell *et al.*, 2026). Helios should ensure that employees are skilled in machine learning, data analytics, and mobility systems to reduce employee ramp-up period.

For a new job design strategy, Helios can focus on an internal talent marketplace. It is an AI-powered digital platform matching employees with projects, mentorships, and full-time roles based on their skills and interests (Gantcheva *et al.*, 2020). With this platform, Helios can offer the employees an opportunity to specifically apply for projects and assignments matching their interest and work across teams and departments. This will enable them to spend 15%-20% of their total working hours on projects outside their primary role.

Here, the right job crafting approach is essential. According to the Job Crafting Theory, employees should be allowed to redesign some aspects of their work to enhance ownership, engagement and organisational commitment (Colombi Evangelista *et al.*, 2026). For instance, Google uses this approach allowing employees to redesign their activities (HRD Connect, 2024). Three forms of job crafting can be prioritised in Helios:

- **Task Crafting:** Employees choose projects aligned with their interests.
- **Relational Crafting:** Employees build relationships beyond their teams by collaborating across offices and departments.
- **Cognitive Crafting:** Managers evaluate employee contributions to urban sustainability and public transport development.

Currently, employee attrition and engagement are some challenges for Helios. Here, it will be beneficial for the company to redesign job roles, responsibilities and the HR approach with job characteristics model. Hackman and Oldham's five job characteristics focus on skill variety, task identity, task significance, autonomy and feedback (Cotič *et al.*, 2025). Jobs and HR approaches in Helios can be redesigned considered these characteristics:

Job Characteristic	Proposed Design at Helios
Skill Variety	Employees work across multiple skills related to AI, sustainability, data analytics and public projects
Task Identity	Employees complete tasks as projects from planning through implementation
Task Significance	Employees receive training to understand the impact of their work on smart-city mobility and sustainability
Autonomy	Employees and teams choose work approaches and project priorities
Feedback	Employees receive monthly coaching, AI dashboards and customer feedback sessions

Table 2: Job redesign strategy

(Source: Self-created)

Considering this, a new HRM approach can be integrated in Helios. Here is a basic analysis of the redesigned strategies for job design:

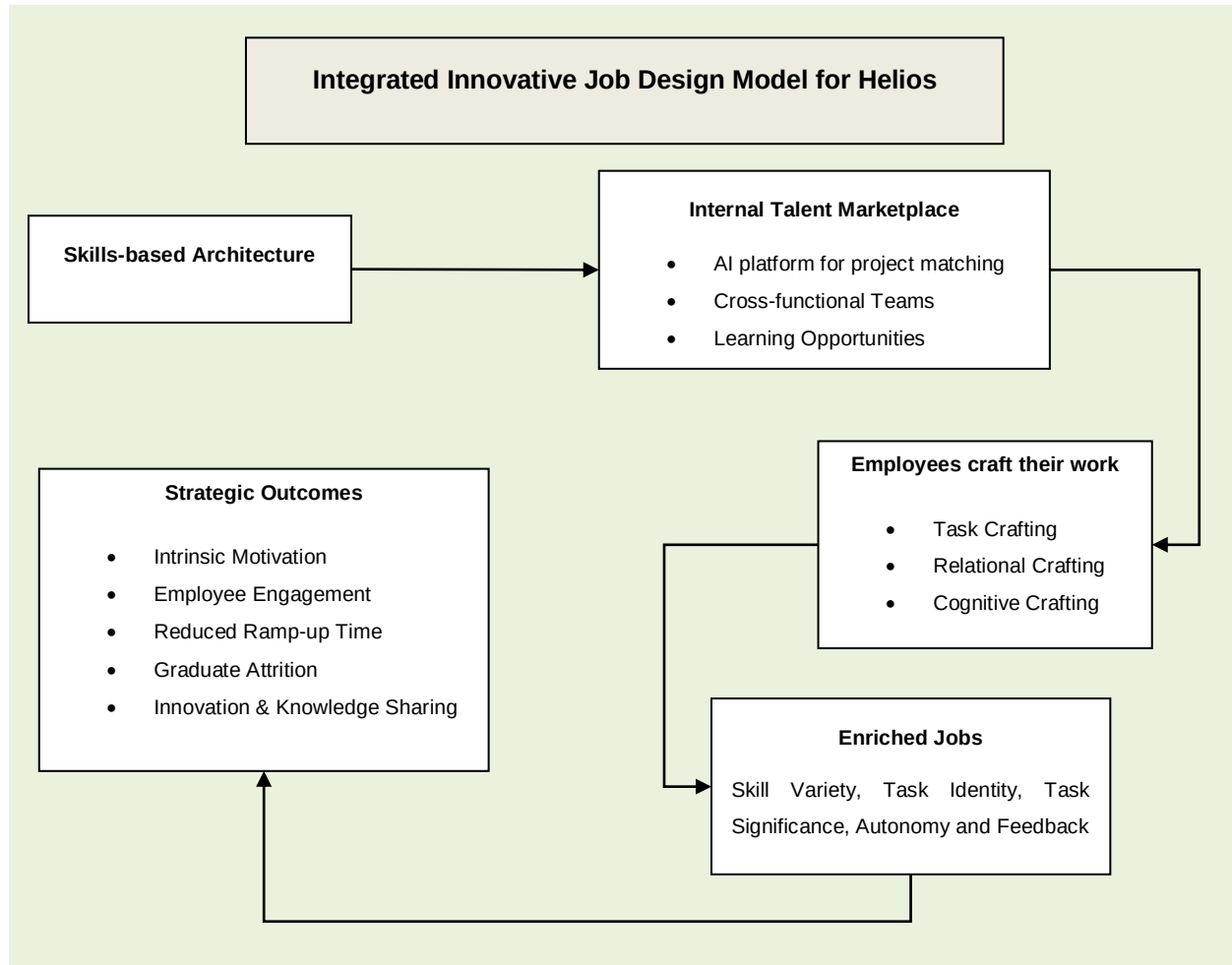


Figure 2: Integrated Innovative Job Design Model for Helios

(Source: Self-created)

As this figure suggests, Helios aims at creating a skills-based architecture by developing an internal talent marketplace with an AI-based platform. Based on this, employees get to craft their roles, which contribute to enriched jobs addressing the current challenges in Helios.

Stimulation of intrinsic motivation and innovation

The new job design strategy of Helios is largely capable of stimulating intrinsic motivation among the employees. As the Harvard Model of HRM points out, employees are more likely to develop motivation and commitment when they are treated as assets and given major significance (Järlström *et al.*, 2023). With the new job design strategy,

employees of Helios will have the option of doing meaningful work and work of their choice. They will have better autonomy and an option to develop skills continuously, which may lead to better intrinsic motivation among them.

Intrinsic motivation of employees can be essential for improving performances. It helps them to find internal drive to show efficient performances (Aljumah, 2023). For instance, Spotify offers self-leadership option to build intrinsic motivation (Weinger, 2024). As Helios will offer the option of choosing projects of interest, employees are more likely to enjoy their work, which will enhance their engagement. Besides, the use of feedback loops and ability to collaborate across departments can also be beneficial for the employees to learn new skills (Zamiri and Esmaeili, 2024). According to Herzberg's two-factor theory, employee motivation usually develops from favourable job policies, compensations, recognition, and others (Lee *et al.*, 2022). In this scenario, employees will get to work on projects that meet their interests while also receiving necessary support from the higher authorities. This will again enhance their interest to work for Helios, reducing the current concerns with engagement and attrition.

Innovative thinking and ideas usually depend on the ability to encourage diverse views and shared thinking. This project allows employees of Helios to collaborate across departments on different projects. This increases knowledge exchange and creative problem-solving by combining diverse expertise (Mavri *et al.*, 2024). Besides, the Internal Talent Marketplace in Helios enables employees to transfer knowledge across departments and international offices. This also enhances innovative thinking and contributions with diverse skills and mindsets.

Furthermore, psychological ownership is another element of this new project in Helios. For instance, Netflix maintains responsible freedom for employees to develop psychological ownership (Amazing Workplaces, 2025). Through job crafting, employees become active designers of their work rather than passive recipients of assigned tasks. This is likely to encourage experimentation and proactive problem-solving for innovation. Schumpeter's innovation theory suggests that "creative destruction" can be developed with a combination of innovation and entrepreneurship to revolutionise ideas (Śledzik *et al.*, 2023). This will be developed with this new project in Helios, as

employees will be encouraged to share innovative ideas, develop new skills and maintain an agile culture. Thus, innovation is integrated in the project.

TASK C: Reflective report

AI use as a decision-support tool

In recent times, artificial intelligence (AI) has been evolving as a major piece of technology. It enables computer systems to perform tasks that typically require human intellect by simply mimicking the same through machine learning (Sperling *et al.*, 2024). However, AI is likely to replace about 300 million jobs by 2030 (Nexford Team, 2026). Besides, studies also point out issues related to biases and inaccuracies in its outcomes (Vicente and Matute, 2023). Previously, while working in the chemical industry, I observed that many operational decisions relied on historical production data and safety protocols. I realise that AI helps to shorten the process of evaluating such data to make decisions as I am pursuing MBA.

As I started my management career after completing MBA, my focus will be on efficiently using AI as a decision-support tool. For this, I need to make sure never to rely blindly on AI. Rather, it should be used as an analytical assistant for certain tasks with constant human supervision (Tsamados *et al.*, 2025). For instance, AI may make generic suggestions without considering elements like geopolitical instability, cultural differences, and others. Hence, I will constantly monitor the use of AI, avoid its overuse and integrate data from additional research.

I also plan to critically evaluate the outcomes of AI, evaluating its strengths and weaknesses to provide elements from my part. The human-in-the-loop approach helps to constantly integrate human judgement and feedback in loop (Lazaros *et al.*, 2026). With this, I will be able to utilise AI-skilled team members to stay in feedback loops for evaluate each AI-generated response.

Personal capability development plan

As an aspiring international business professional and manager, I feel that rapid technological and AI integration are essential in business. Here is a personal capability development plan:

Development Area	Current Position	Development Actions	Timeline	Expected Outcome
Data Literacy	Basic knowledge of Excel and business reporting from the chemical industry.	• Complete courses in Power BI, Tableau, SQL, and advanced Excel • Learn to interpret business analytics and dashboards	6–12 months	Ability to analyse 3-4 types of datasets and support 90% strategic decisions
AI Augmentation in HR	General understanding of AI applications, limited practical experience	• Complete courses on AI-assisted recruitment, workforce analytics, and performance management • Learn about responsible AI governance through case studies	6–12 months	Ability to work alongside 2-3 AI tools while ensuring ethical decision-making
Strategic Influencing Skills	Experienced collaboration within operational teams	• Improve presentation, stakeholder management, and cross-cultural communication skills through MBA group projects • Seek opportunities to lead academic and workplace projects	12–24 months	80% improved confidence in influencing senior stakeholders and leading diverse teams in upcoming 3-4 tasks

Global Mobility Awareness	Academic understanding of international business with limited international experience	• Develop knowledge of international employment legislation, cross-cultural management, and geopolitical risks. • Participate in exchange programs, virtual international collaborations, and others.	12–36 months	Enhanced ability to influence 80% global business operations
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Table 3: Personal capability development plan

(Source: Self-created)

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