

Master of Business Administration

LCMB7023 Human Capital Management

**Title: Designing Strategic Socialisation and Human
Capital Architecture for Sustainable Growth at Helios
Urban Mobility**

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Task A: Designing a Strategic Socialisation System for Helios Urban Mobility

Traditional On-boarding and Strategic Organisational Socialisation

Helios Urban Mobility's current on-boarding approach is insufficient for long-term sustainability. The challenges include eight-month average ramp-up period, increased employee attrition in potential graduates, and employee engagement of 54%. The traditional on-boarding in Helios focuses on administrative activities like completing documentation, technology build-up, and compliance training. It needs strategic organisational socialisation for continuous processing where employees acquire knowledge, values, and self-identity to become committed organisational citizen developing gradually in first year of employment.

Van Maanen and Schein's Organisational Socialisation Theory (Saks et al., 2007), provides framework to evaluate current practises of Helios. It differentiates between two approaches. The individualised tactics (informal, random, variable, disjunctive and divestiture) provide self-learning to employees increasing ambiguity and delayed productivity. The institutionalised socialisation tactics (collective, formal, sequential, fixed, serial, and investiture) provide structured learning experience, experienced mentors, and predictable career pathways to new recruits reducing uncertainty and accelerating organisational adjustment. The eight-month ramp-up in Helios shows primarily individualised socialisation practise reducing organisational support for fast expansion.

Rousseau's Psychological Contract Theory (Manchia et al., 2025) highlights declining engagement and graduate turnover of Helios. The research by Gallup (2025) shows 20% of global employees are engaged at work, and disengagement costing \$10 trillion to global economy.

Last year, low engagement cost the world economy approximately \$10 trillion in lost productivity, or 9% of GDP.

Employee engagement measures the psychological attachment workers have to their work, their team and their employer. Gallup meta-analyses over the years have consistently shown a strong relationship between employee engagement and business-unit productivity, including profitability and sales.

While engagement occurs at the team level, employees who are not engaged or actively disengaged lead to less profitable organizations, which, in turn, translates into lower economic growth.

Figure 1: Cost of disengagement

(Source: Gallup, 2025)

New recruits develop psychological expectations for organisational support, career development, and transparency initially. During failure of organisation in expectations, the employees perceive it as psychological contract breach leading to low commitment-morale-engagement, and increased turnover. The 54% engagement score in Helios needs further improvement.

Identity Construction Theory (Paganelli, 2024) shows need of on-boarding beyond administrative orientation. Helios needs structured socialisation system to strengthen the organisational identity on first year of employment. Employee commitment becomes weak delaying organisational identification development during mismanagement of identity-building process. The employees learn organisational procedures by developing professional identities through interactions with colleague, leaders, and organisational culture.

Socialisation Framework for Helios

A structured socialisation framework (Türk and Udum, 2025) is needed to address long ramp-up, declining employee engagement, and graduate attrition in Helios. Traditional on-boarding mainly concentrates on initial orientation. As a result, new employees left without sustained

guidance during their transition. A constant socialisation approach provides on-going mentoring, feedback, learning opportunities, and cultural integration.

Phase-I: Pre-boarding (First Day in Organisation)

Helios can provide digital on-boarding portal containing organisational values, sustainability initiatives, leadership messages, and realistic job previews to establish transparent expectations on the first day of joining. The new recruits should be attached with a mentor, and early virtual meetings to understand role expectations reducing uncertainty. It will establish positive psychological contract from the beginning.

Phase-II: First 90 Days

The initial three months should contain structured programmes on institutionalised socialisation tactics. The new recruits should complete learning modules supported by weekly tuitions, mentoring, and formal progress reviews after each month. The cross-functional project participation in engineering, AI, and analytics teams can accelerate organisational learning strengthening collaboration and confidence.

Phase-III: Year One

The employee should participate in cross-location projects in London, Berlin, and Singapore in the remaining first year with communities of practise and stretch assignments. The on-boarding becomes a continuous development with employee engagement for long-term retention and organisational identification through periodic career development discussion

Integrating Tuckman's Team Development Model

Tuckman's Team Development Model (Kaelin et al., 2024) further enhances Helios' strategic socialisation system.

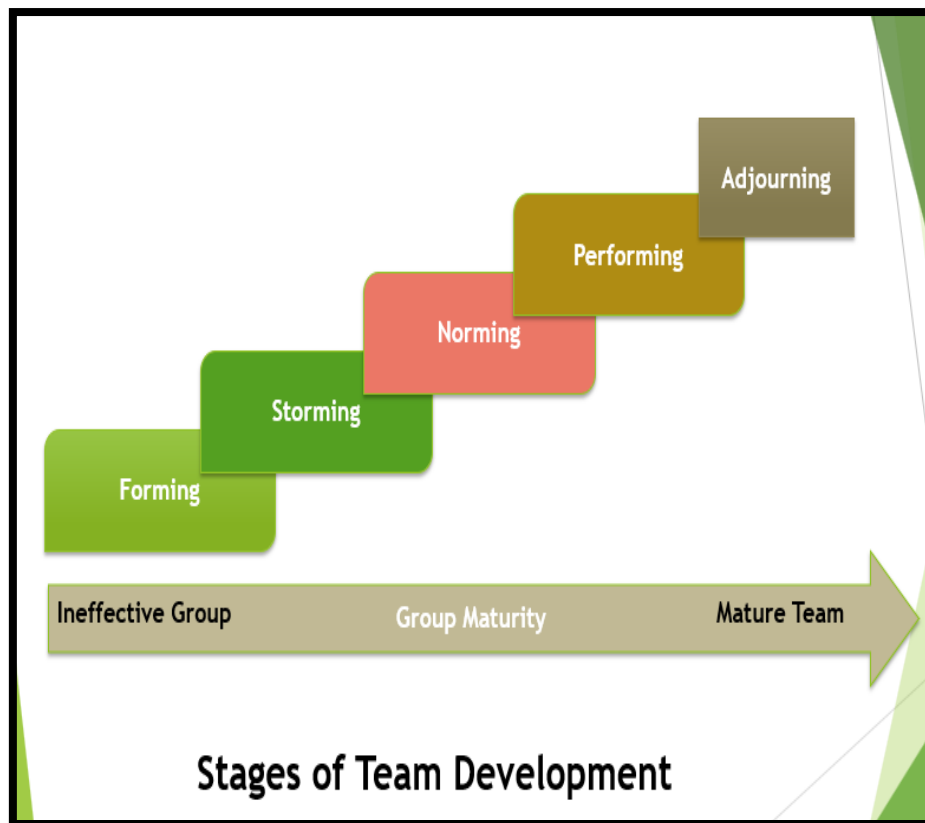


Figure 2: Tuckman's model

(Source: Study Material)

It supports effective integration of team throughout the first year. In case of the forming stage, structured induction, mentoring, and realistic job previews can minimize the uncertainty and clarify expectations. During storming stage constant coaching, feedback sessions, and conflict management workshops can help graduates to overcome interpersonal and role-related issues. The norming stage is supported with the help of cross-functional collaboration, communities of practice, and shared organisational values. This helps to enhance trust and bonding. During the performing stage stretch assignments, international projects, and innovation forums support the employees to contribute independently. This will result in increase in productivity, identification of the organisation and long-term commitment.

Cultivating Organisational Identification

Ashford and Mael's Social Identity Theory (Ellemers and de Gilder, 2022), states that individuals become more committed while contributing positively to self-expectations. A

strong organisational identification encourages employees to consider organisational success as personal. Helios can improve identification by continuously communicating its mission to develop sustainable AI-enabled urban mobility systems improving environmental sustainability and public transportation. Recognition programmes should reflect organisational values and technical performance. The leaders should regularly discuss individual projects with organisational goals to reduce urban congestion and carbon emissions using success storytelling to improve citizen's quality-of-life by Helios' technologies. Research shows that purpose driven organisations show high employee engagement, strong innovation, and improved workforce retention with strong financial performance and long-term sustainability (Deloitte, 2025).

Promoting Ethical Professionalism

Ethical professionalism should be integrated in organisational culture (CIPD, 2024). The employee performance evaluation should include ethical behaviour to reinforce responsible conduct. Helios is developing AI-enabled infrastructure system for city authorities. The employees will manage sensitive mobility data and AI decision-making systems ethically affecting public services. Helios should integrate ethics education in first year of employment through scenario-based workshops teaching AI-governance, data privacy, cyber-security and responsible innovations. The leaders should support ethical decision-making (Hale, 2025) by explaining to balance commercial objectives and public responsibility. The employees should handle ethical problems during client projects including policy documents.

Developing the Business Activist Mindset

Ulrich's Evolution of Human Resource Business Partner (Ulrichs) perceives employees as business activists influencing organisational performance and communities. Ulrich aim for HR department is to enhance their capacity in HR management achieving true professionalism (Stein, 2025). Helios should encourage new recruits to be active contributors. Periodic innovation forums should focus on enabling new employees to propose improvements of AI-systems, environmental sustainability, and customer experience to senior leadership. The employees should participate in community partnership with local governments, universities, and environmental organisations to strengthen social mission of Helios. Reverse mentoring programmes allows graduate to educate senior leaders on emerging technologies, sustainability innovations, and digital trends. Performance

recognition should acknowledge stakeholder impact, collaboration, and innovation with financial performance. Helios can improve ethical innovation and contribute to long-term strategic renewal aligning individual purpose with organisational success.

TASK B: Designing a Human Capital Architecture for Strategic Renewal

Designing an Innovative Job Design Strategy for Helios Urban Mobility

Helios Urban Mobility's low employee engagement rates (54%), long ramp-up time of eight months, and rising attrition rates of young graduates suggest that the existing job design is not compatible with highly skilled and knowledge-based workforce. The quick growth of the company has probably led to the situation where jobs have become narrowly defined with little development options and autonomy levels. Thus, the motivation of employees has decreased significantly. In order to perform strategic renewal, Helios Urban Mobility needs to come up with an integrated job design solution based on Hackman and Oldham's Job Characteristics Theory and Job Crafting Theory. These two theories will go together to help the company build meaningful, flexible and growth-focused jobs for its employees.

Applying the Job Characteristics Model

Hackman and Oldham's Job Characteristics Model (Humaans, 2024) defines the five key job qualities skill variety, task identity, task significance, autonomy and feedback that create meaningfulness, accountability, and knowledge of results, which help to enhance intrinsic motivation and satisfaction with the job.

Helios should aim to change engineering, AI, and analytics jobs in the way that the specialist would become able to work not only in the area of specialization but also perform diverse tasks, including technical leadership development, internal and external cooperation, and sustainability projects. The specialists should also be given responsibility for the result, as it can lead to high task identity because one will have an opportunity to see own efforts transform into practical outcomes. In addition, it would be necessary to help the specialists understand the significance of their job (Dhingra et al., 2021) by making them aware of the effect of their work on traffic reduction, technical assistance to people and cities, and environmental preservation and sustainability.

Finally, autonomy should be increased by allowing employees to choose how to complete their work, and feedback should also play an important role in the process of learning and improvement.

Encouraging Employee Job Crafting

While the Job Characteristics Model highlights managerial job design (Humaans, 2024), the Job Crafting Theory focuses on employees' ability to shape their work through task modification, relationship changes and the creation of personal meaning (Tims and Twemlow, 2025). Helios could promote job crafting by having quarterly career conversations with employees, which would help them to redesign their responsibilities in accordance with their talent areas and career aspirations. The organization should also provide time for creativity and innovation, enabling the development of AI tools, sustainable initiatives and improvements of processes. Moreover, management should be given the opportunity to learn how to support job crafting instead of imposing strict limits. In accordance with the report of Sparkbay (2026), 90% of the surveyed businesses admitted that providing digital learning opportunities was the leading strategy for employee retention. Organizations with a strong corporate learning culture have a 57% higher rate of employee retention than their competitors (Iorman, 2026).

Developing Skills-Based Architecture or Internal Talent Marketplace

The traditional structures face constraints while responding to rapid technological changes for their pre-defined work with fixed job descriptions. Hence, Helios should adopt Skill-Based Architecture (Mandloi, 2026) integrating internal talent marketplace. A skill-based architecture can position Helios to remain adaptable and develop future ready human capital. Skill-based architecture focuses on capabilities of employees beside job titles (Mandloi, 2026). The AI-enabled internal talent marketplace can be used to help employees in temporary projects, cross-functional assignments, mentoring opportunities and global tie-ups in London, Berlin, and Singapore considering their skills and career aspirations.

Secondly, enable Helios to rapidly reassign talents as per AI-technologies and client needs. Lastly, it increases internal mobility reducing the requirement for external recruitment and provide graduates with visible career development opportunities. In order to develop internal skills, Helios has to adopt a Building strategy instead of Buying mentioned (DiDomenico, 2025), which involves skills architecture, continuous learning, retraining and coaching, working on cross-functional projects with the aim of enhancing the company's ability to move fast, change positions within the company and innovate. Organisations adopting skills-first talent strategies see high internal mobility and improved employee retention than

traditional job hierarchical organisations. The World Economic forum's future of jobs report shows that 22% of jobs will be disrupted by 2030 because technology, green transition, demographic change, as well as geo-economic fragmentation will reshape labour markets (Weforum, 2025).



Figure 3: Reskilling Revolution

(Source: Weforum, 2025)

Helio's human capital architecture can be further enhanced by Resource-Based View (RBV) and Human Capital Theory (Leoni, 2023). This theory identifies employees as a source of sustainable competitive advantage. According to Resource-Based View (Oria et al., 2021), capabilities of human embedded with valuable, rare, inimitable and organisational qualities can create long term success that competitors cannot copy. Human Capital Theory (Leoni, 2023) states that investments in education of the employee, technical skills, leadership development, and continuous learning increase the productivity. It also enhances innovation, and performance of organisation. Hence, Helios should invest in AI capability development, sustainability expertise, leadership programmes. This investment will boost agility of the organisation improve employee retention, accelerate innovation.

Stimulating Intrinsic Motivation and Supporting Innovation

It is important for Helios to promote intrinsic motivation with three psychological needs namely competence, autonomy, and relatedness. Competence develops through challenging assignments, feedback, cross-functional projects, and opportunities to gain new technical and leadership capabilities (Hale,2025). Employees gradually build confidence contributing to increased AI-enabled mobility projects. Autonomy is strengthened through internal decision-making, flexible job crafting, and internal talent marketplace participation. Employees gain control on work completion, developing opportunities they pursue. According to Kaefer and Chiviacowsky (2021), relatedness is strengthened through mentoring connections, cross-location collaboration, and multidisciplinary project teams. Strong interpersonal relationships can improve organisational identification supporting knowledge exchange in internal operations of Helios.

Integrating evidence-based job design with skill-based workforce management can reduce delayed ramp-up, increase employee engagement, retain high potential graduates, and build a flexible workforce in Helios capable to sustain long-term strategic renewal. These encourage innovation with more autonomy enabling experimentation without excess managerial control. Job crafting encourages employees to improve daily work (Soraghan, 2023). Internal talent marketplace combines AI-engineering expertise and sustainability disciplines increasing innovation probability. Cross-functional projects highlight diverse perspectives of knowledge exchange for creative problem-solving (Klein, 2023).

TASK C: Reflective report

Navigating AI as a Decision-Support Tool (Reflection using Gibbs' Cycle)

Working on the human capital strategy for Helios Urban Mobility has altered how I see the use of artificial intelligence in organizational development. Gibbs' (1998) Reflective Cycle assists in organizing my experience. My first feelings about AI were those of uneasiness because AI could replace human judgment. However, when I worked on the issues of attrition and engagement at Helios, my views began to change.

When looking at the experience itself, I think that the best part of AI is its ability to reduce time-management expenses related to the process of assessing possible attrition risks and decoding complex employee surveys. But when I got more into the analysis of the experience of using AI, I came across a major disadvantage of it that is called "automation bias". It means that people may trust the findings provided by the algorithms too much due to the fact that they sound technical. It is not about rejecting the use of AI; it means that people should question the algorithm and the way data is processed.

In my future practice, my task is to use AI only as a source of possible hypotheses. No recommendation from the algorithm should ever be taken for granted without proper consideration of the context of the organization and moral implications.

Personal Capability Development Plan

To ensure that I am effective as a professional in human capital, I have devised my strategy centered on the idea of continuous learning. My understanding of knowledge acquisition leads me to believe that effective knowledge acquisition needs to bring together formal training (education courses) and informal learning. Furthermore, I have defined the main supporting pillars for my development, which are:

1. Advanced Data Literacy

I intend to gain proficiency in both people analytics and statistical reasoning. To acquire the fundamental knowledge needed for this, formal training and certification is necessary. However, the application of formal knowledge will also require informal learning.

2. Ethical AI Adoption Explored in HR

By gaining practice with HR technologies, I will play a role in governing how they should be applied ethically. Correct ethical decision-making in complicated situations usually depends on tacit knowledge that cannot be expressed in clear-cut terms. To build my understanding of the subtleties of the tacit knowledge essential for resolving ethical complications, I will try to learn informally from mentors and collaborate with colleagues.

3. Strategic Influencing

Based on Ulrich's HR activist partner approach, I plan to develop my competencies in persuading and managing stakeholders. Such skills as communication, negotiation, and influence will allow me to gain self-confidence and credibility. In order to be successful in this field of expertise, I have to undergo Kolb's Experiential Learning Cycle (1984), which means that I will put new collaboration methods into practice in real project work and gain knowledge through reflection after implementing these methods.

4. Global and Cultural Awareness

Helios being a multi-site company, cultural awareness is critical. I am going to take on challenging projects as well as work with colleagues around the world since cultural subtleties can only be acquired through practical work in a complicated working environment. Thus, I will achieve high competence in achieving the company objectives through the use of modern analytics combined with top management's experience.

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