



Master of Business Administration

Human Capital Management

**Topic: Designing a Human Capital Architecture for
Strategic Renewal : Helios Urban Mobility (HUM)**

Word Count- 2,568

Student Name: Bansari Ramesh Bhai Sheth

Student ID : 2545069

Personal mail ID: shethbansari23@gmail.com

Table of Contents

TASK A: Socialisation, Identity & Business Activism	3
1. Traditional onboarding versus strategic organisational socialisation	3
1.1 Comparison between traditional onboarding and strategic organisational socialisation ..	3
1.2 Application of Van Maanen & Schein	3
1.3 Psychological Contract Theory	4
1.4 Application of identity construction	5
2. Design a structured socialisation framework for Helios	6
2.1 Structured Socialisation Framework	6
2.2 Justification of the decision	8
3. Propose mechanisms to cultivate	8
3.1 Organisational identification	8
3.2 Ethical professionalism	8
3.3 The business activist mindset	9
TASK B: Job Design	10
1. Innovative job design strategy	10
1.1 Application of Job Characteristics Model	10
1.2 Application of Job Crafting Theory	11
1.3 Skills-based architecture	11
1.4 Application of internal talent marketplaces	12
2. The way design will stimulate intrinsic motivation and support innovation	13
TASK C: Reflective report	15
Introduction	15
Body	15
1. The way AI is a decision-support tool	15
2. Personal capability development plan	15
Conclusion	16
Reference	17

TASK A: Socialisation, Identity & Business Activism

1. Traditional onboarding versus strategic organisational socialisation

1.1 Comparison between traditional onboarding and strategic organisational socialisation

The traditional onboarding practice in Helios Urban Mobility (HUM) was highly administrative checklist and administrative focussing which has been related to immediate task instruction along with compliance. It has a focus on an average of 8 months of ramp-up time. On the other hand, strategic socialisation in organisational practice was related to long-term proactive process design, which was embedded with a new hiring process focusing on smart transport culture. In the case of the EU, approximately 1.73% of passengers prefer smart transport cars (Europa, 2026). To meet the smart demand of the customers, HUM has focused on a systematic hiring process to minimise ambiguity and accelerate productivity.

1.2 Application of Van Maanen & Schein

Considering Van Maanen and Schein's (1979) framework, the organisational transition has been shifted in institutionalised strategies from individualised socialisation tactics. Initially collective socialisation support for onboarding employees, then it attracts the new comers by offering technical training. After that it has define the onboarding pathway and then fixed timeline for training. In the fifth sage it guides for knoweldage development and then reshape their identity through inclusion. This individualised approach is responsible for ambiguity and employee isolation, which is related to the average ramp-up period of 8 months. The innovative institutionalised strategic methods have support to adapt formal, collective and serial tactics which have fostered consistent mentorship and growth learning in considering 450 staff. They have fostered clarity and shared identity, which is highly crucial for improving employees' job expectations, especially in a high-tech environment. 53% of employees have a positive experience due to high role clarity in their job, which increases productivity by 83% (Asamani *et al.*, 2025).



Figure 1: Employee satisfaction with job clarity

(Source: Asamani *et al.*, 2025)

1.3 Psychological Contract Theory

This theoretical framework has pointed out that socialisation has acted as a primary mechanism which is highly beneficial for managing reciprocal obligation along with employee expectation. As per the case study, a 54% employee engagement rate has been observed, which is rapidly declining, indicating employee dissatisfaction and a high burnout rate. Helios has focuses on its business explanation specifically Berlin, London, and Singapore where the Graduates suffers in difficulty related to cultural mismatch due to geographic dispersion. It mainly responsible for developing mobility-based conflict which create barrier as an employer. To overcome this, the management needs to deliver high-potential graduates by observing the needs of employees. The individual's aspiration has been aligned with strategic socialisation that has met the organisational objectives to meet the long-term commitment and trust. The image below shows that the employee engagement and recognition rate in the EU is 58% and globally is 63% (Consciousbusiness, 2026). It is observed that rewards, career opportunities, and infrastructure are highly crucial to meet the employees' needs.

Employee Recognition & Engagement



Figure 2: Employee engagement and recognition rate

(Source: consciousbusiness, 2026)

1.4 Application of identity construction

Identity construction is one of the important theoretical perspectives that helps Helios hire new employees. It has synchronised the corporate vision by developing professional personas. The organisation needs to specialise in AI analytics and smart infrastructure, which are highly significant for developing personal improvement and meeting the organisational innovative mission. The investment in AI in the HR market was USD 3.25 billion in 2023, which is expected to increase to USD 15.24 billion by 2030, that is, 24.8% (Grandview Research, 2026). There is a lack of structured support where the employees do not gain their identity, which results in a high attrition rate. It is highly important to propose a significant mechanism by integrating smart transport culture, along with the technical roles.

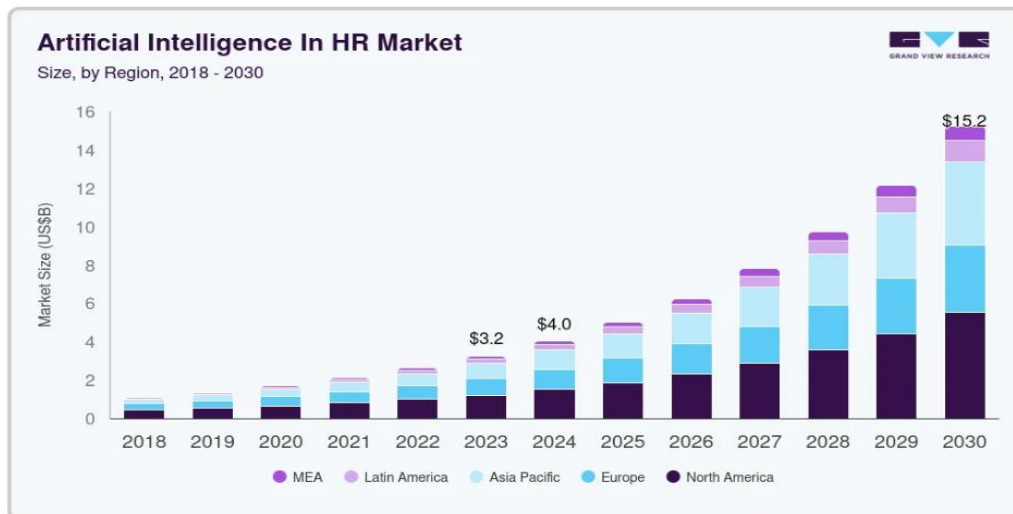


Figure 3: Role of AI in the HR market

(Source: Grandview Research, 2026)

2. Design a structured socialisation framework for Helios

2.1 Structured Socialisation Framework

To improve the organisational socialisation practice, it needs to minimise total ramp-up time, which is lower than 8 months.

- **Pre-boarding:** In this phase, HUM needs to initiate through digital AI-enabled peer-matching along with Culture Kits. This has support for increasing the number of hires across Singapore, Berlin, and London. This organisation needs to invest in technology mainly to create a reputation as an employer brand, and which can minimise employee anxiety.
- **Initial 90 days:** For the first 90 days, the organisation needs to focus on the Buddy System, which provides support to access the potential system development process. In this context, the Job Characteristics Model has been applied to ensure experienced meaningfulness that has been linked with technical productivity (Currie, 2026).

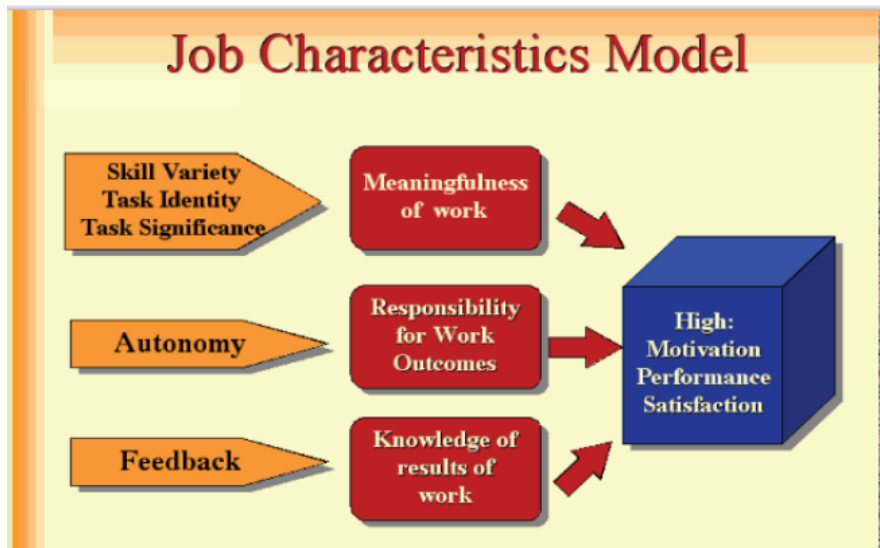


Figure 4: Job Characteristics model

(Source: Currie, 2026)

- **One year:** For improving employee performance, HUM needs to focus on strengthening its human capital through continuous professional development (CPD). In this context, CIPD has support approx. professional growth of 20,000 people (CIPD, 2026). During one year, the leaders also need to monitor the psychological contract, which ensures stable workforce conditions.

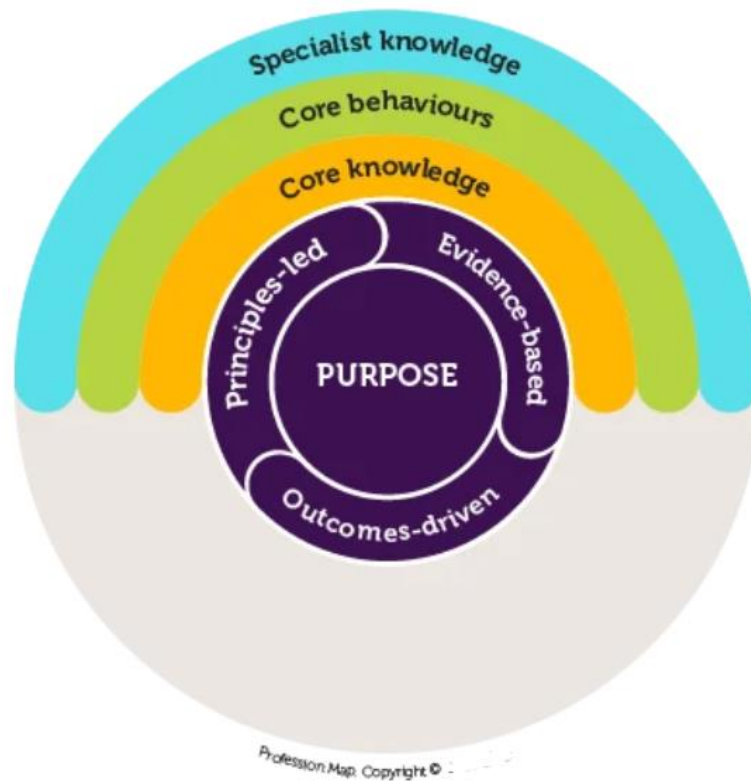


Figure 5: Professional map as per CIPD

(Source: CIPD, 2026)

2.2 Justification of the decision

This structured socialisation framework is highly justified as they treat the talent in a logical way for meeting the strategic assets. Considering accelerating the socialisation, Helios needs to secure its talent ecosystem by creating sustainable value (Ding and Rafiq, 2025).

3. Propose mechanisms to cultivate

3.1 Organisational identification

For cultivating organisational commitment, Helios needs to trigger organisational identification through cross-border project management. The organisation needs to build multi-disciplinary virtual teams for generating brand identity and strengthening emotional engagement (Beks *et al.*, 2025).

3.2 Ethical professionalism

HUM will need to integrate the CIPD Professional Map, where the organisation will need to highlight professional courage along with ethical practices. The organisation will need to ensure AI analytics that will be effective for balancing stakeholders' needs.

3.3 The business activist mindset

Ulrich's HR business partner evolution

In application of Ulrich's evolution, the HR manager needs to focus on the transition from a strategic partner to a business activist. Professionals need to align stakeholder capitalism with the proactive performance of the technical team. This transition has strengthened mobility services and improved organisational reputation.

stakeholder capitalism perspective

Stakeholder capitalism mainly prioritises social equity and environmental sustainability, which influence HR activities (Brescia *et al.*, 2026). Helios needs to highlight core business logic that supports creating social value and influence for rapid commercial expansion.

TASK B: Job Design

1. Innovative job design strategy

1.1 Application of Job Characteristics Model

Helios's transition process from Restrictive to expansive, where a narrow-based job has been designed focusing on managing immediate tasks. This expansive job design process highly simulates the workplace innovation process, which mainly defines the order, responsibility and influence for employees' access to a diversified environment. For redesigning the job, the application of the Job Characteristics Model is highly crucial, which mainly maximises task significance and autonomy. The organisation needs to hire the mobilise analyse which has been involved with independent data collection through autonomy as per smart infrastructure, along with interpreting AI-based data. The image below shows that the smart transportation market size in the EU was USD 115.73 billion in 2023 and is expected to increase to USD 340.69 billion by 2032 (Fortune Business Insights, 2026). It has also been noted that this industry has employed approximately 15-18 million people. The professional analytics has met the sustainability goals through analytical experience, city governance, and maintaining task significance. This model is highly crucial for improving skill variety that has been involved with cross-function project. This proactive redesign has changed the workforce management, which is related to personnel management for maintaining strategic HRM flow. Autonomy and task significance are related to the Job Characteristics model, which maintains skill variety (Coti *et al.*, 2025).

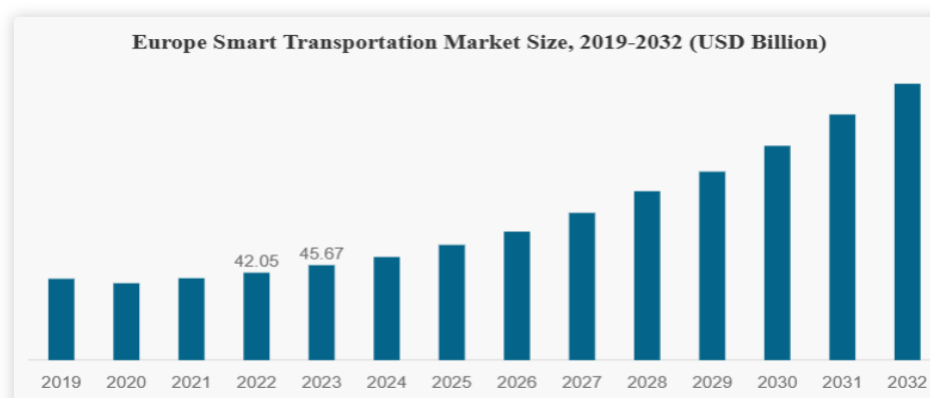


Figure 6: Europe's smart transportation market size

(Source: Fortune Business Insights 2026)

1.2 Application of Job Crafting Theory

Job Crafting model has mainly empowered employees through redesigning the job. It has a guide to cover relational boundary and task boundary and align this with the personal strength. The engineers of Helios have crafted a role where the employees need to adopt self-efficacy and social cognitive skills. This is highly crucial to increase their belief in their performance. Based on Job crafting theory, the management has allowed the employees to meet the scope through technical tasks by fostering individual agency and ownership (Kim, 2025). On the other hand, this theory has support to adapt employee retention strategy, which has been related to talent based ecosystem (Huo *et al.*, 2025). This strategy is also important to increase psychological bonding among the employees and the employer, which leads to an increase of 75% employee retention in HUM. The management needs to use this theory to promote the jobs that support shaping employee behaviour and highly contribute to meeting the organisational innovative mission.

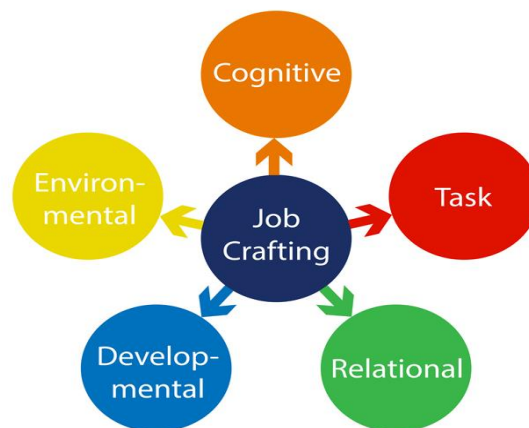


Figure 7: Different approaches in job crafting theory

(Source: Kim, 2025)

1.3 Skills-based architecture

The organisational HRM process has been shifted towards strategic organisational socialisation, which is related to increasing capability and upskilling, which triggered organisational agility. This skill-based architecture covers the design of the skill audit, which only focused on 450 staff. However, as per the present job-based demand, they have focused on talent retention based on Python and AI analytics, which has simultaneously involved organisational performance. Based on the image below, the transition from 2015 to 2025 has been observed in job market demand as Python demand changes by 391%, and data analysis job role demand increases by 210% (Statista, 2026).

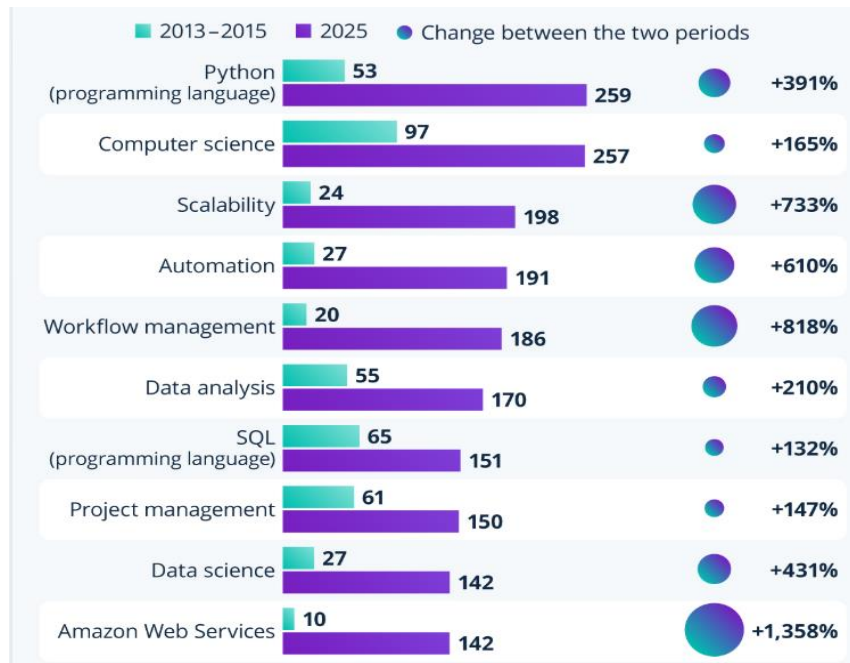


Figure 8: Most demanding AI skill in the present marketplace

(Source: Statista, 2026)

Moreover, the management needs to focus on a talent management strategy, which will be helpful for Helios to improve its internal human capital management. Talent management strategy is an important aspect focusing on the tech-based era, which drives skill, knowledge and process ability (Shahiduzzaman, 2025). CIPD professional map can be aligned with this approach that has an emphasis on driving organisational capability for Helios. Moreover, the management also needs to concern while designing a skill-based approach which has ensure deploying right skill which has focus on specific project-based process. This transition has support to build strategic workforce, which is highly beneficial for driving long-term success.

1.4 Application of internal talent marketplaces

Helios needs to adapt an internal talent marketplace which is AI-powered and delivers a significant platform for staff to successfully engage with the gig economy. These are tech-enabled practices which is highly contribute for improving worker's experience that is highly significant for maintaining career development opportunities and transparency. This marketplace is beneficial for designing an expansive learning environment which highly influences work within multidisciplinary project teams. Talent management strategy is highly beneficial for employee retention, which increases employee engagement and job satisfaction (Dogbe *et al.*, 2025). The

HR team leader of HUM can also focus on interdisciplinary collaboration among the other subsidiaries, which leads to innovative knowledge transfer.

2. The way design will stimulate intrinsic motivation and support innovation

Job Characteristics Model is highly supportive for redesigning the innovative job that triggers psychological stress that is experienced through responsibility, knowledge outcome and experience meaningfulness. The employees of Helios can understand the job identity, which makes a significant contribution to driving smart transport. Experienced Meaningfulness is considered a key driver for intrinsic motivation. Experienced Responsibility has supported the staff to maintain autonomy, which is responsible for a higher level of productivity and job performance (Jenkins and Neal, 2025). The HR manager needs to adopt a 360-degree feedback system that is linked to the knowledge result, which is beneficial to motivate the individual (Judijanto and Mintawati, 2025).



Figure 9: Well-being program for employee retention

(Source: Gartner, 2026)

An expansive workplace shift has been related to an expansive workplace, which is crucial for Helios-like startups. The organisation has avoided restrictive job design where the workers have been isolated with a narrow-based task. In this case, the management has connected the geographic location with the departments. Protecting the employee's health and well-being is a part of intrinsic innovation, which is related to the psychological contract. The above image shows that 67% career wellbeing support is highly beneficial for driving employee wellbeing (Gartner, 2026). Internal

marketplace and skill-based architecture have strongly demonstrated the long-term employee development that has boosted their talent and employability.

Metric	Actual (2026)	Projected (2027)	Target (2028)
Graduate Attrition	High	Moderate	Moderate
Engagement Rate	54%	65%	75%
Ramp-up Time	8 months	6 months	2 months

Table 1: Simulating employee engagement trends
(Source: Self-developed)

TASK C: Reflective report

Introduction

For developing this reflective report, I preferred to use Schön's reflective (1983) model, which mainly consists of two elements: reflection-in-action and reflection-on-action. This reflective theory has highly supportive for driving my professional growth mainly to draw the narrow technical mindset which support to acts as Strategic Human Capital Advisor within HUM. This model has strengthened the reflective action that supports making a distinctive account (Westin *et al.*, 2026).

Body

1. The way AI is a decision-support tool

While conducting this report, I have understood that Gen AI is a significant tool that supports effective decision-making, including interrogating and summarising materials which cannot reflect professional judgement. Gen AI is an effective decision-making tool which has been used as a comprehensive framework and support for implementation in multiple purposes (Albashrawi, 2025). While making a consultancy report for Helios, I prefer to use advanced technologies mainly to analyse the employee engagement process. To overcome algorithmic bias, I would prefer to use evidence-based practices. I have also preferred to use the CIPD professional Map, which is mainly designed based on technology-based practices and highly supports driving workers' experience. I have recognised critical human judgement that has navigated the organisational dilemmas. Gen AI has increased human responsibility, which supports the professional in daily decision-making (Kim, 2025). While working on HUM, I need to follow ethical principles that mainly support for maintaining the psychological contract.

2. Personal capability development plan

To develop my future employability, I need to follow the industry standard 2026, where I need to cover four key developmental areas. This includes data literacy, AI augmentation, global mobility awareness and strategic influencing. While prioritising data literacy, I need to upskill my analytical capability by using data analytics and predictive models. Digital literacy is crucial for expanding tech-based capability (Nabhan and Habók, 2025). Another practice is AI augmentation, which mainly supports developing AI-enabled technology that is beneficial for developing the employee lifecycle. Another key area that is strategic influencing has support for professional courage which had influential for sustainable and talent management practices. Another key area is global

mobility awareness, which is highly sophisticated due to cultural and legal complexity. Transferable skills are highly facilitated for career and skill development processes, which influence professional development initiatives (Martins and Faciola, 2025). My plan focuses on the CIPD network that provides support to draw benchmark-based leading practices. I will try to focus on gaining coaching from a senior leader by following ethical principles and stakeholder-based decision-making. I would like to follow global mobility policies which support generating internal policy for Helios on the basis of Asia and the EU.

Conclusion

It can be concluded that this reflective statement is highly crucial for developing my analytical thinking, which has strengthened my capacity in professional role-based performance. I am capable of managing the relational boundaries which support engaging with a global team. Specialist Knowledge has increased my career advances, which is beneficial for developing my shared value and helps me to adapt to organisational changes.

Reference

- Albashrawi, M., (2025). Generative AI for decision-making: A multidisciplinary perspective. *Journal of Innovation & Knowledge*, 10(4), p.100751. <https://www.sciencedirect.com/science/article/pii/S2444569X25000964>.
- Asamani, L., Acquah-Coleman, R., Senayah, W.K. and Oppong, S., (2025). Interactive roles of resource availability, role clarity and employee motivation in enhancing organisational effectiveness through employee performance and job satisfaction. *Discover Psychology*, 5(1), p.12. <https://link.springer.com/content/pdf/10.1007/s44202-025-00333-8.pdf>.
- Beks, H., Binder, M.J., Clayden, S., Ludowyk, J., Campbell, D., Freeman, J., Collins, I.M., Underhill, C., Buzza, M., Barrett, M. and Faisal, W., (2025). Implementation of a virtual multi-disciplinary model of care for people affected by cancer: a qualitative evaluation. *BMC Health Services Research*, 25(1), p.831. <https://link.springer.com/content/pdf/10.1186/s12913-025-12990-5.pdf>.
- Brescia, V., Degregori, G., Chmet, F. and Secinaro, S., 2026. Climate-related disclosure in European banking: stakeholder capitalism between sustainability and financial imperatives. *Business Strategy and the Environment*, 35(1), pp.36-56. <https://onlinelibrary.wiley.com/doi/pdf/10.1002/bse.70170>.
- CIPD (2026) Explore the Profession Map, Available at: <https://www.cipd.org/en/the-people-profession/the-profession-map/explore-the-profession-map/>. [Accessed on 06.07.2026]
- CIPD (2026) The Profession Map, Available at: <https://www.cipd.org/en/the-people-profession/the-profession-map/>. [Accessed on 06.07.2026]
- Consciousbusiness (2026) Europe's Employee Engagement Crisis: Why Your Business Is Likely Paying the Price, Available at: <https://consciousbusiness.com/uncategorized/europes-employee-engagement-crisis-why-your-business-is-likely-paying-the-price/>. [Accessed on 06.07.2026]
- Cotič, L.P., Man, M.M.K., Soga, L.R., Konstantopoulou, A. and Lodorfos, G., (2025). Job characteristics for work engagement: autonomy, feedback, skill variety, task identity, and task significance. *Global Business and Organizational Excellence*, 44(5), pp.75-85. <https://onlinelibrary.wiley.com/doi/pdf/10.1002/joe.22295>.
- Currie, N.T., (2026). Alignment of servant leadership dimensions with desirable job characteristics drives team performance. *Servant Leadership: Theory & Practice*, 13(1), p.2. <https://csuepress.columbusstate.edu/cgi/viewcontent.cgi?article=1138&context=sltp>.

Ding, W. and Rafiq, M., (2025). Sustaining Talent: The Role of Personal Norms in the Relationship Between Green Practices and Employee Retention. *Sustainability*, 17(10), p.4471. <https://www.mdpi.com/2071-1050/17/10/4471>.

Dogbe, C.S.K., Doku, P.A., Yeboah, E.E. and Appiah-Kubi, E., (2025). Talent management and employee retention: role of employee development. *Journal of Organizational Effectiveness: People and Performance*, pp.1-19. https://www.researchgate.net/profile/Courage-Dogbe/publication/398859474_Talent_management_and_employee_retention_role_of_employee_development/links/694507d1a1fd017989098b10/Talent-management-and-employee-retention-role-of-employee-development.pdf.

Europa (2026) Transport statistics at regional level, Available at: https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Transport_statistics_at_regional_level. [Accessed on 06.07.2026]

Fortunebusinessinsights (2026) Smart Transportation Market Size, Share & Growth Analysis, By Solution (Traffic Management System, Integrated Supervision System, Parking Management System, Ticketing Management System), By Service (Business, Professional, Cloud) and Regional Forecast, 2024-2032, https://www.fortunebusinessinsights.com/smart-transportation-market-105736VxK64XPYSjuyo.Hewc4jvdzV.RueBr7_d4-1783320040-1.0.1.1-jNZZMrckoBqgzgdyapgpDIeb0Q619jrwBMmtrFotjyk.

Gartner (2026) Employee Wellbeing in the Workplace, Available at: <https://www.gartner.com/en/human-resources/trends/employee-wellbeing-in-the-workplace>. [Accessed on 06.07.2026]

Grandviewresearch (2026) Artificial Intelligence In HR Market (2024 - 2030), Available at: <https://www.grandviewresearch.com/industry-analysis/artificial-intelligence-hr-market-report>. [Accessed on 06.07.2026]

Huo, W., Xie, J., Yan, J., Long, T. and Liang, B., (2025). Approach or avoidance? Relationship between perceived AI explainability and employee job crafting. *Acta Psychologica*, 257, p.105097. <https://www.sciencedirect.com/science/article/pii/S000169182500410X>.

Jenkins, D. and Neal, A., (2025). Work relationships and autonomy. *The Journal of value inquiry*, 59(2), pp.223-244. <https://link.springer.com/content/pdf/10.1007/s10790-023-09939-4.pdf>.

Judijanto, L. and Mintawati, H., (2025). The Influence of the 360-Degree Feedback System on Employee Performance and Career Development in Technology Companies in Indonesia. *The*

Eastasouth Management and Business, 4(01), pp.108-118. <https://esj.eastasouth-institute.com/index.php/esmb/article/download/755/574>.

Kim, J., (2025). The End of Resonance and the Future of Human Judgement in the Age of AI: Ethical Deskillling, Abdication of Responsibility, and the Quest for Human-Centric AI Governance. <https://philarchive.org/archive/KIMTEO-20>.

Kim, S.M., (2025). Extending job crafting theory to precarious workers: a model of organizational job crafting for organizational justice. *International Journal of Organization Theory & Behavior*, 28(1), pp.1-17. <https://www.emerald.com/ijotb/article-pdf/28/1/1/9685277/ijotb-09-2023-0188.pdf>.

Martins, T. and Faciola, A., (2025). Perspective: Shaping future professionals—The role of mentoring in graduate education and career development. *Journal of dairy science*, 108(4), pp.3014-3018. . <https://www.sciencedirect.com/science/article/pii/S00220302250013>.

Nabhan, S. and Habók, A., (2025). The digital literacy academic writing scale: exploratory factor analysis. *SAGE Open*, 15(1), p.21582440241311709. <https://journals.sagepub.com/doi/pdf/10.1177/21582440241311709>.

Shahiduzzaman, M., 2025. Digital maturity in transforming human resource management in the post-COVID era: A thematic analysis. *Administrative Sciences*, 15(2), p.51. <https://www.mdpi.com/2076-3387/15/2/51>.

Statista (2026) Which AI Skills Are Most in Demand?, Available at: <https://www.statista.com/chart/36200/growth-in-number-of-ai-job-postings-in-the-us-by-specialized-skills/?srsltid=AfmBOopLtp5PjTqCReuXBDVcruRGWghxx8agUP5DWvrq6ryAAFi3ObvO>. [Accessed on 06.07.2026]

Westin, M., Österbergh, R., Forsman, H. and Hellquist, A., (2026). The power of reflection: making reflective practice power-sensitive. *Reflective Practice*, 27(2), pp.191-202. <https://www.tandfonline.com/doi/pdf/10.1080/14623943.2025.2541424>.