

# Planned Change Initiatives and HR Transformation

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<https://doi.org/10.55041/ijstmt.v2i5.525>

**Cite this Article:** P.J, N. (2026). Planned Change Initiatives and HR Transformation. International Journal of Science, Strategic Management and Technology, 02(05). <https://doi.org/10.55041/ijstmt.v2i5.525>

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## ABSTRACT

This article presents a comprehensive organisational development (OD) and change management analysis of Nyeras Edutech & Innovations Pvt. Ltd., a growth-stage Indian EdTech company managing three concurrent major change initiatives in FY 2025–26: Digital HR Transformation (HRMS implementation), Content Division Restructuring, and OKR Adoption. Employing a mixed-methods descriptive and evaluative research design — 44-question Change Readiness Survey (n = 58), eight key stakeholder interviews, and five change management working group observations — the study applies four established OD frameworks: Lewin's Three-Stage Model, Kotter's Eight-Step Process, McKinsey 7-S Framework, and the Burke-Litwin Causal Model. Findings reveal an overall Change Readiness Index of 3.31/5.00, with critical gaps in communication effectiveness (2.89/5), employee involvement in change design (2.94/5), and manager coaching capability (3.08/5). The OKR Adoption initiative is identified as the highest-risk change (readiness score: 2.96/5), requiring immediate cultural and behavioural interventions. The HR Strategic Role assessment yields 3.19/5, with a critical gap in HR's manager capability-building function. The article concludes with a seven-priority OD improvement roadmap for the organisation and offers transferable insights for HR practitioners in comparable growth-stage EdTech contexts.

**Keywords:** *Organisational Development, Change Management, HR Transformation, Kotter's Model, McKinsey 7-S, OKR Adoption, EdTech, Indian Startups*

## 1. Introduction

Managing organisational change has become one of the most critical competencies for modern firms. McKinsey's longitudinal global research (2008; 2015; 2023) consistently reports that approximately 70% of large-scale change initiatives fail to achieve their stated objectives — a sobering statistic that has remained stable across three decades of management literature. The most frequently cited causes include insufficient leadership commitment, poor communication, inadequate employee engagement, cultural resistance, and — critically — the absence of a professional change management discipline.

Organisational Development (OD) is the applied science that addresses precisely these challenges. Cummings and Worley (2019) define OD as a system-wide application of behavioural science to the planned development, improvement, and reinforcement of strategies, structures, and processes that lead to organisational effectiveness. For HR practitioners, OD represents the highest expression of strategic contribution — realising Ulrich's (1997) vision of HR as a strategic business partner rather than an administrative function.

Nyeras Edutech & Innovations Pvt. Ltd. (hereafter 'Nyeras') provides an especially rich research context. In FY 2025–26, the 180-person Bengaluru-headquartered firm is simultaneously managing three significant change initiatives: a Digital HR Transformation (HRMS implementation via Zoho People), a Content Division Restructuring (from functional silos to cross-functional product squads), and an OKR Adoption Programme (introducing Objectives & Key Results enterprise-wide). This concurrent change portfolio — managed by a four-person HR team under HR Manager Ms. Akshaya V — creates a distinctive set of diagnostic and analytical opportunities.

The purpose of this article is dual: first, to diagnose the current state of change management effectiveness at Nyeras through survey data and framework analysis; and second, to provide evidence-based prescriptions for strengthening the organisation's OD capability and improving the trajectory of each change initiative.

## 2. Literature Review

### 2.1 Foundational Change Frameworks

Lewin's (1951) Three-Stage Model — Unfreeze, Change, Refreeze — remains the most widely cited framework in change management, providing an accessible diagnostic lens despite criticism for implying linear, episodic change (Burnes, 2004). Kotter (1996), analysing over 100 change efforts, extended Lewin's architecture into an eight-step sequential process, demonstrating that organisations skipping Steps 1 (urgency) or 4 (communication) fail regardless of technical design quality. Kotter International (2020) found that organisations completing Steps 1–4 rigorously are 4.3 times more likely to achieve their change objectives.

Peters and Waterman's (1982) McKinsey 7-S Framework identifies seven interdependent organisational elements — Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills — that must be aligned for effective performance. Changes to any one element inevitably affect the others, and a focus on 'hard' elements at the expense of 'soft' ones (Values, Style, Skills) is a primary driver of change failure. Burke and Litwin (1992) refined this systemic view by distinguishing between transformational change (driven by leadership, culture, and strategy) and transactional change (driven by management practices, systems, and work unit climate), providing both a diagnostic tool and a causal intervention guide.

### 2.2 Empirical Evidence on Change Success

Ulrich and Brockbank (2005) identified HR's change management capability as among the most valuable — yet least utilised — aspects of strategic HR. Becker, Huselid and Ulrich (2001) documented a 34% higher change success rate in organisations where HR was involved in change design and execution at the strategic level. Deloitte's Global Human Capital Trends (2024) found that 72% of HRMS implementations underperform their business cases, primarily because technology migration receives disproportionate attention relative to process redesign and change adoption — while implementations embedding structured change management achieve 2.7× higher user adoption at six months post go-live. Research by Betterworks (2024) found that OKR adoption programmes investing in manager capability building, peer coaching, and psychological safety achieve full performance management transformation within 12 months, versus 30 months for organisations relying on software implementation alone.

### 2.3 Change Management in Indian EdTech Startups

Sharma and Pillai (2022), in a study of 30 Indian technology startups, found that founders and leadership teams consistently underestimate the cultural and behavioural change required to sustain structural and process changes. Indian startups are

particularly susceptible to 'declaration change' — announcing transformation without building the supporting infrastructure. The absence of formal change management capability in the HR team was the single most common predictor of programme failure in their sample.

## 2.4 Research Gap

The simultaneous application of Lewin, Kotter, McKinsey 7-S, and Burke-Litwin to a single Indian EdTech organisation managing multiple concurrent changes is methodologically novel. Prior research on HR's OD role in Indian EdTech startups is sparse, largely confined to large enterprises or manufacturing contexts. This study establishes the first empirical OD baseline for Nyeras and contributes to the emerging literature on strategic HR in growth-stage Indian technology companies.

## 3. Research Methodology

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A mixed-methods, descriptive, evaluative, and case-based research design is employed. Quantitative survey data measures change readiness and OD climate across the employee population; four OD frameworks are applied analytically; and qualitative data from stakeholder interviews and working group participation provides depth and interpretive context.

### 3.1 Data Collection

Primary data were gathered through three instruments: (1) a 44-question Change Readiness and OD Climate Survey administered to 58 respondents across all departments and grade levels at Nyeras' Bengaluru headquarters (stratified random sampling; 97% response rate); (2) eight key stakeholder interviews — including the HR Manager, VP Content and Academics, VP Technology, VP Sales and Marketing, and four middle managers — ranging from 30 to 90 minutes; and (3) participant observation in five change management working group sessions covering HRMS go-live preparation, OKR Q1 review, and Content restructuring Phase 2 planning.

Secondary data comprised project charters, communication plans, training schedules, and issue logs for all three initiatives; HR metrics (HRMS adoption rates, OKR completion rates); and benchmarks from Prosci (ADKAR), McKinsey (2023), and Deloitte (2024). The temporal scope covers January through March 2026, with change initiative documentation reviewed from initiation (June–August 2025).

### 3.2 Analytical Framework

Survey responses were analysed using Likert-scale weighted means and compared against Prosci/McKinsey benchmarks. Each initiative was stage-mapped against Lewin's model; scored on all eight Kotter steps (1–5 scale) using interview and survey evidence; assessed for 7-S alignment; and classified by change type using Burke-Litwin's transformational/transactional distinction. Thematic analysis was applied to interview transcripts and working group notes.

## 4. Organisational Context: Nyeras Edutech

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Founded in 2019 and headquartered in Bengaluru (Karnataka), Nyeras Edutech & Innovations Pvt. Ltd. employs approximately 180 full-time staff as of March 2026. The company operates in the competitive Indian EdTech market, delivering technology-enabled academic and professional training programmes. The HR function comprises four members — HR Manager Ms. Akshaya V, one HR Business Partner, one Talent Acquisition Coordinator, and one HR Coordinator — responsible for the full spectrum of people management, including all three concurrent change initiatives.

The three initiatives are classified by change type per Burke-Litwin: the HRMS implementation is a transactional change (Systems); the Content Division Restructuring is transformational (Structure and Culture); and the OKR Adoption Programme is transformational (Systems, Style, and Culture). Sponsors are, respectively, Ms. Akshaya V (HRMS), VP Content and Academics (Restructuring), and the CEO with HR as programme owner (OKR). As of March 2026, the HRMS is 60% complete

(go-live delayed from January to April 2026); the restructuring is in Phase 2 (role redefinition); and the OKR programme has completed one quarterly cycle with mixed quality outcomes.

## 5. Findings and Analysis

### 5.1 Change Readiness Survey

Table 1 presents the Change Readiness Survey results across eight dimensions, compared against the Prosci/McKinsey benchmark of 3.65/5.00.

Readiness Dimension	Mean (/ 5)	Benchmark	Gap	Status
Clarity of Change Vision & Purpose	3.58	3.80	-0.22	Below benchmark
Perceived Urgency / Necessity	3.64	3.75	-0.11	Slightly below
Leadership Commitment	3.72	3.90	-0.18	Below benchmark
Change Communication Effectiveness	2.89	3.70	-0.81	△ Critical gap
Employee Involvement in Change Design	2.94	3.55	-0.61	△ Significant gap
Manager Capability to Lead Change	3.08	3.65	-0.57	△ Significant gap
Training & Support Resources	3.21	3.60	-0.39	Below benchmark
Trust in Change Process / HR	3.44	3.70	-0.26	Below benchmark
<b>OVERALL CHANGE READINESS INDEX</b>	<b>3.31</b>	<b>3.65</b>	<b>-0.34</b>	<b>Below benchmark</b>

**Table 1: Overall Change Readiness by Dimension — Nyeras Edutech vs. Benchmark (n = 58)**

The overall Change Readiness Index of 3.31/5 sits 0.34 points below benchmark. The two most critical gaps — both exceeding 0.50 below benchmark — are Change Communication Effectiveness (2.89/5; gap -0.81) and Employee Involvement in Change Design (2.94/5; gap -0.61). These deficiencies are causally connected: when employees are not involved in designing change, they experience it as something being done to them rather than with them, eroding both comprehension and commitment. At the initiative level, HRMS readiness (3.72/5) exceeds benchmark, Content Restructuring (3.38/5) falls below, and OKR Adoption (2.96/5) is critically below benchmark — representing the highest-risk initiative in the portfolio.

## 5.2 Lewin's Three-Stage Model Application

Stage mapping reveals that none of the three initiatives has reached the Refreeze stage, which is expected at this implementation phase. The HRMS initiative is fully Unfrozen — the business case is widely understood and the pain of the incumbent spreadsheet-based system is universally acknowledged. The Content Restructuring is partially Unfrozen — leadership is convinced but individual contributors remain largely resistant to role redefinition. The OKR Adoption is critically Unfrozen at the employee level — urgency is felt at senior leadership level but has not been transmitted to the broader organisation, which does not widely perceive the annual appraisal system as sufficiently broken to justify radical change. Lewin's model predicts that change attempted without adequate Unfreezing will be resisted and will revert — making the OKR initiative's shallow motivational foundation the most urgent structural risk.

## 5.3 Kotter's Eight-Step Analysis

Table 2 presents step-level scores (1–5) for each initiative across all eight steps of Kotter's model.

Step	HRMS	Content Restruc.	OKR Adoption	Avg
1. Create Urgency	4.2	3.4	2.8	3.47
2. Build Guiding Coalition	4.0	3.2	3.5	3.57
3. Develop Vision & Strategy	3.8	3.6	3.1	3.50
4. Communicate Vision	3.1	2.8	2.4	2.77
5. Empower Broad-Based Action	3.5	2.9	2.6	3.00
6. Generate Short-Term Wins	3.4	2.4	2.2	2.67
7. Consolidate Gains	2.8	2.2	1.9	2.30
8. Anchor in Culture	2.1	1.8	1.7	1.87
<b>OVERALL KOTTER SCORE</b>	<b>3.36</b>	<b>2.79</b>	<b>2.53</b>	<b>2.89</b>

**Table 2: Kotter's Eight-Step Scores by Initiative (Scale 1–5)**

A consistent pattern emerges across all three initiatives: Steps 1–3 (strategic foundation — urgency, coalition, vision) are reasonably executed, while Steps 4–8 (execution and institutionalisation) are systematically weak. Step 4 (Communicate Vision) averages only 2.77/5, consistent with the survey's 2.89/5 communication gap. Step 6 (Generate Short-Term Wins) averages 2.67/5, reflecting a missed opportunity to build momentum through early successes. Steps 7 and 8 (Consolidate and Anchor) are critically low — particularly for OKR (1.9 and 1.7) — because the organisation has not yet entered the institutionalisation phase. The HRMS initiative's overall Kotter score (3.36/5) is the strongest; OKR adoption (2.53/5) is the weakest and most at risk.

### 5.4 McKinsey 7-S Alignment Audit

Table 3 presents the 7-S assessment across all seven elements.

S-Element	Score (/5)	Current State	Gap	Risk
Strategy	4.1	Clear growth strategy; change initiatives well-aligned	Low	Low
Structure	3.4	Content squad model partially implemented; functional silos persist	Moderate	Moderate
Systems	3.0	HRMS 60% complete; OKR on Lattice partially adopted	High	⚠ High
Shared Values	3.6	Mission strong; performance culture norms not yet embedded	Moderate	Moderate
Style (Leadership)	3.3	Leadership committed; manager coaching capability gap	High	⚠ High
Staff (Talent)	3.8	Good talent; change mgmt capability is the gap	Low-Mod.	Moderate
Skills	2.9	OKR writing, HRMS operation, squad leadership—all under-developed	High	⚠ High
<b>Overall 7-S Alignment</b>	<b>3.44</b>	<b>Moderate–High misalignment constraining change delivery</b>	<b>–0.36</b>	<b>Mod-High</b>

**Table 3: McKinsey 7-S Current State vs. Required State — Nyeras Edutech**

The overall 7-S Alignment Score of 3.44/5 (target: 3.80+) reveals three high-risk misalignments. First, Systems (3.0/5): both the HRMS and OKR platforms are in active transition, creating dual-system friction and operational inefficiency. Second, Style (3.3/5): while senior leadership is committed, frontline manager coaching capability — the critical human lever for translating strategy into individual behaviour — remains underdeveloped. Third, and most foundational, Skills (2.9/5): employees and managers lack the competencies required to operate new systems (HRMS), write quality OKRs, and lead cross-functional product squads. The Skills gap is both the most consequential misalignment and the most directly addressable through structured capability building.

### 5.5 Burke-Litwin Causal Analysis

The Burke-Litwin analysis confirms that transformational variables (Mission and Strategy: 4.1/5; External Environment: 4.2/5; Leadership: 3.5/5) are partially aligned with the change vision, while transactional variables (Individual Skills: 2.8/5; HR/IT Systems: 2.9/5; Management Practices: 3.1/5) — which translate strategy into individual performance — are significantly misaligned. This pattern is predictive of a specific failure mode: the organisation believes it is executing strategic transformation, but operational-level blockers prevent that transformation from reaching individual behaviour and outcomes. Bridging the transformational-to-transactional gap requires targeted investment in management practices (OKR coaching

cadences), skills (HRMS user training, OKR writing workshops), and systems (completing the HRMS migration on revised schedule).

## 5.6 HR Strategic Role Assessment

Table 4 presents the HR Strategic Role perception scores across seven capability dimensions.

HR Capability Statement	Mean (/5)	Benchmark	Status
HR understands & contributes to business strategy	3.62	3.80	Below benchmark
HR proactively identifies people/org. issues	3.18	3.65	Significant gap
HR is a trusted change management partner	3.41	3.70	Below benchmark
HR communicates people implications of change	3.04	3.60	Significant gap
HR builds manager capability to lead change	2.86	3.55	△ Critical gap
HR provides data & insights for decisions	3.08	3.55	Significant gap
HR viewed as strategic partner (not admin)	3.12	3.70	Significant gap
<b>OVERALL HR STRATEGIC ROLE SCORE</b>	<b>3.19</b>	<b>3.65</b>	<b>Below benchmark</b>

**Table 4: HR Strategic Role Perception Survey Results (n = 58)**

The overall HR Strategic Role score of 3.19/5 — with only 38% of senior leaders rating HR as a strategic partner — indicates that the function's strategic contribution is not yet broadly recognised. The most critical individual gap is HR's manager capability-building score (2.86/5; gap -0.69 against benchmark). This is simultaneously the most important finding and the most directly actionable: if HR implements a structured Manager Change Leadership Programme, and frontline managers become effective change agents, HR's strategic credibility will rise demonstrably. The significant gaps in proactive issue identification (3.18/5), people data and insights (3.08/5), and strategic partner perception (3.12/5) collectively indicate that HR remains operationally effective but strategically underutilised.

## 6. Discussion

The multi-framework analysis converges on three systemic findings. First, communication is the common thread in every weakness identified. The change communication gap (-0.81 below benchmark in the survey; 2.77/5 average across all Kotter Step 4 scores) is not merely a messaging failure — it reflects the absence of a proactive, structured communication strategy anchored in each initiative's change management plan. Reactive, event-driven communication creates information vacuums that are predictably filled with rumour and anxiety.

Second, the OKR initiative is at risk of failure not because of its strategic design but because of insufficient Unfreezing and insufficient attention to India's distinctive performance culture. The expectation that employees will publicly set ambitious goals, accept mid-year failure transparently, and normalise missed targets as learning runs counter to deeply embedded cultural norms in most Indian workplaces. This cultural dimension requires explicit, sustained psychological safety building — not simply OKR software training. The Betterworks (2024) finding that manager coaching is the single most important OKR

adoption accelerator is directly relevant: Nyeras' manager coaching gap (McKinsey 7-S: Style 3.3/5) is the most consequential risk factor for OKR success.

Third, the HR team's strategic credibility is at an inflection point. The three concurrent change initiatives represent both the greatest opportunity and the greatest risk for HR's strategic repositioning at Nyeras. If HR successfully architects each initiative through to institutionalisation — developing a Manager Change Leadership Programme, redesigning communication strategies, and building the OD assessment capability that this study represents — it will have demonstrated its strategic value in a manner no administrative function can match. If the initiatives falter, the perception of HR as primarily administrative will be reinforced.

The study also surfaces a structural tension: the same four-person HR team that manages day-to-day operations — recruitment, payroll, compliance, employee relations — is simultaneously responsible for three major change programmes. Concurrent change overload creates resource strain, stakeholder fatigue, and reduced quality of change management for each initiative. This points to the case for temporary external OD support or a dedicated internal change management resource during peak transformation periods.

## 7. Recommendations

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Based on convergent evidence from survey data, framework analysis, and stakeholder interviews, the following seven priorities are recommended:

- Develop and deploy a structured Change Communication Plan for each initiative, replacing reactive event-driven communication with a proactive stakeholder-segmented communication calendar updated monthly. Communication ownership should sit explicitly with the Change Sponsor (not defaulting to HR alone).
- Launch a Manager Change Leadership Programme — a six-session modular capability-building initiative covering change psychology, team anxiety management, OKR coaching techniques, and squad leadership skills. Manager capability is the highest-leverage intervention available, given its impact across all three initiatives simultaneously.
- Increase Employee Involvement in Change Design through structured co-creation workshops for the OKR Quality Framework and HRMS process redesign. Involving employees in shaping the change dramatically reduces resistance and accelerates adoption.
- Address the OKR Cultural Readiness gap through a targeted psychological safety-building campaign — including leadership storytelling about productive failure, manager-level OKR coaching circles, and peer OKR review sessions — before Q2 OKR cycle launch.
- Generate and celebrate Short-Term Wins (Kotter Step 6) for each initiative: HRMS payroll automation milestone; first cross-functional squad delivering a completed course; first team achieving 80%+ OKR completion with quality ratings. Visible, celebrated wins build momentum and sustain commitment.
- Establish a formal OD Assessment Cycle — annual change readiness benchmarking, semi-annual 7-S alignment reviews, and post-implementation reviews for each change initiative — institutionalising the diagnostic rigour demonstrated in this study.
- Engage an external OD Consultant for 90 days to support the critical HRMS go-live phase (April 2026) and OKR Q2 cycle launch, providing specialist change management capacity during the period of peak concurrent demand on the HR team.

## 8. Conclusion

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This study presents the first comprehensive OD and change management assessment at Nyeras Edutech and Innovations Pvt. Ltd. — a growth-stage Indian EdTech company managing three concurrent major change initiatives with a lean HR team. The convergent application of four OD frameworks — Lewin, Kotter, McKinsey 7-S, and Burke-Litwin — alongside a 58-respondent change readiness survey and eight stakeholder interviews reveals a consistent diagnostic picture: strategic intent is

present and partially well-executed, but execution-stage capabilities — communication, manager coaching, employee involvement, and skills development — require urgent, structured investment.

The OKR Adoption Programme carries the highest risk and requires the most immediate cultural and behavioural intervention. The HRMS implementation is the most advanced and best-managed but risks losing momentum from its go-live delay. The Content Division Restructuring is progressing but requires accelerated role clarity and team norm establishment to produce the performance evidence needed to sustain belief in the new squad model.

For HR, the current period is a strategic inflection point. The recommendations in this study — particularly the Manager Change Leadership Programme and the formalisation of OD assessment practice — provide a pathway for HR to transition from operational excellence to strategic partnership, elevating its organisational credibility through demonstrated change management capability. The insights generated here are transferable to other growth-stage EdTech and technology firms navigating similar concurrent change portfolios, and contribute to the emerging empirical literature on OD practice in Indian startups.

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