



Dear friend,

Greetings of the festive season ! All of us at Samatvam Academy would like to wish you, our dear readers, a very happy, joyous and bright Diwali. May you retain the spirit of celebration in your hearts throughout the coming year !!

In this issue of SATTVA, we dwell on two important aspects of organizational growth - project success and continuous learning. In the first research study, Mr. Sidharth Ghosh explains the need to formulate clear and concise business requirements before beginning a project. In the second one, Dr. Daniel Saint, Dr. Sunil Maheshwari and Mr. Dilbag Singh present the third part of the landmark study on measuring the effectiveness of learning and organization development interventions. Hope you find these articles useful.

Our faculty members Dr. Saint and Dr. Maheshwari are speaking on 'Transformational Leadership' on a panel discussion on **India HR Live** on Tuesday the 5th November at 8 pm India time. You may log into <http://indiahrlive.com/transformational-leadership> and participate in the event.

Thank you.

Warm Regards,

The Editorial Board

Research Study

Formulating Clear and Concise Business Requirements

By Mr. Sidharth Ghosh
Pricing Domain, Orange



The formulation of concise requirements is one of the key ingredients for the success of a project. But many organizations overestimate the diligence of the development team.

The author stresses that it is essential to understand points like how does a typical requirement process look like? What are the characteristics of a clear requirement? What happens when requirements are not managed properly? How requirements quality affect the project success?

He proposes few practices that help formulate requirements. [More.](#)

Research Study

Assessing the Efficacy of Learning and Organization Development Interventions: A Constructive Approach (Part 3)

By Dr. Daniel K. Saint, Dr. Sunil Maheshwari and Mr. Dilbag Singh



Continuing our series on L & OD interventions, we present the third part - a new framework to assess the results in three areas - Engagement, Performance and Impact, and supported by a case study.



The [first part](#) reviewed the existing literature in the area of evaluation of L & OD interventions. The [second part](#) introduced the contemporary concept of employee engagement as an intermediate output of learning interventions. [More.](#)



Have a viewpoint to share?



As you're aware, SATTVA has now effectively metamorphosed into a monthly, practitioner-oriented journal. The intent is to promote a scholarly as well as practical understanding of the phenomena of Excellence, Synergy and Transformation in organizations.

SATTVA's endeavour will be more successful if like-minded professionals can pitch in with their knowledge and experience. We are pleased to invite organisational leaders, managers, authors, researchers and practitioners to submit high quality research and case study contributions. Both print and audio-visual media are accepted.

Ideas are welcome. You may write to Dr. Sunil Maheshwari - the journal's Editor – at sunil@samatvam.co.in

Thank you !

Let your like-minded friends know about Samatvam Academy. [Click here](#) to include your friends on the Sattva mailing list.

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