

# Newspaper Clips

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Prabhat Khabar Patna 02.02.2012 P-4

**विरोध.** आइआइटी प्रवेश परीक्षा में 12वीं के अंकों का भी वेटेज देना अनुचित

## बिहार बोर्ड के छात्र रह जायेंगे पीछे

अगले साल से आइआइटी जेड्ड व एआइडिड के बदले कॉमन एपीटीयूड कम एडवॉरड नॉलेज टेस्ट लेने की तैयारी है. इसमें टेस्ट के अंकों के साथ ही 12वीं के अंकों का भी वेटेज दिया जायेगा. यह टेस्ट अमेरिकी कॉलेजों में प्रवेश के लिए होनेवाले स्कॉलरशिप एपीटीयूड टेस्ट (सेट) के तर्ज पर होगा. इस पर केंद्रीय मानव संसाधन विकास विभाग ने लगभग अपनी सहमति दे दी है. केवल घोषणा होना बाकी है. नया पैटर्न बिहार बोर्ड से 12वीं पास करनेवाले छात्र-छात्राओं के हित में नहीं होगा. बिहार बोर्ड सीबीएसड पैटर्न पर परीक्षा तो लेता है, लेकिन परीक्षक पहले की तरह अब भी अंक देने में कंजूसी करते हैं. ऐसे में यहां के प्रतिभाराली छात्रों का आइआइटी में प्रवेश पाने का सपना टूट सकता है. राज्य के 50 हजार से अधिक छात्र-छात्राएं हर साल आइआइटी प्रवेश परीक्षा में शामिल होते हैं. इस मुद्दे पर प्रभात खबर ने राजधानी के विभिन्न कोचिंग संस्थानों के संचालकों व छात्र-छात्राओं से बातचीत की.

### बच्चों के साथ अन्याय



नयी व्यवस्था बच्चों के साथ अन्याय है. ऐसी कई वजहें हैं, जिनके चलते किसी अच्छे बच्चे को भी 12वीं में कम अंक आ सकते हैं. ऐसे में वह तो आइआइटी में प्रवेश पाने से वंचित हो जायेगा. इससे बच्चों पर अच्छे अंक लाने का मानसिक दबाव बढ़ जायेगा. दुनिया भर में ऐसे कई लोगों के उदाहरण मौजूद हैं, जिनका एकेडमिक बैकग्राउंड अच्छा नहीं रहा, लेकिन उन्होंने असाधारण काम किये. इसलिए मानसिक क्षमता की जांच होनी चाहिए, न कि अंकों को तवज्जो दिया जाना चाहिए.

### अनिल परमार, परमार क्लासेज कम हो 12वीं का वेटेज



कॉमन एपीटीयूड कम एडवॉरड नॉलेज टेस्ट शुरू होने से छात्र-

छात्राओं में सही निर्णय लेने का गुण आयेगा. लाजिकल क्षमता बढ़ेगी. साल में दो बार परीक्षा होगी, तो बच्चे तनावमुक्त होकर परीक्षा की तैयारी करेंगे. लेकिन, 12 वीं के अंकों के वेटेज को 40 फीसदी से घटा कर 20 फीसदी किया जाना चाहिए. ऐसा नहीं होने पर कई ऐसे अच्छे बच्चे, जो किसी वजह से 12वीं ज्यादा अंक नहीं ला पाये, पीछे रह जायेंगे.

### विकास राही, राही कंपिटिशन हाउस पिछला पैटर्न हो लागू



अब छात्र-छात्राओं पर भौतिक, रसायन व गणित के साथ एपीटीयूड टेस्ट की तैयारी का भी दबाव बढ़ जायेगा. अगर सरकार को लगता है वर्तमान परीक्षा पद्धति से आइआइटी में अच्छे बच्चे नहीं आ पा रहे हैं, तो 1990 के दशक का पैटर्न लागू कर दे. अगर 12वीं के अंकों का वेटेज दिया जायेगा, तो बिहार

बोर्ड के बच्चे पीछे रह जायेंगे.

कुमार अजीत, मैनेजिंग डायरेक्टर, पैराडाइज कोचिंग

### ठीक नहीं यह पैटर्न



भारत व अमेरिका की शिक्षण पद्धति में काफी अंतर है. इसलिए यहां का पैटर्न लागू करना ठीक नहीं होगा. यह ग्रामीण स्कूलों के बच्चों को आइआइटी में न पहुंचने देने की साजिश है. यह पैटर्न लागू हो जायेगा तो केवल मेट्रो के बच्चे ही आइआइटी में जा पायेंगे.

के सिंह, संचालक, विजन क्लासेज

### फायदा भी, घाटा भी



कॉमन एपीटीयूड टेस्ट से फायदे के साथ घाटा भी है. इससे बच्चों की ताकिक क्षमता बढ़ेगी, लेकिन किसी वजह से 12वीं में कम अंक लानेवालों के लिए आइआइटी का

रास्ता बद हो जायेगा. जब तक देश भर में एकसमान शिक्षा व्यवस्था लागू नहीं होता है, तब तक इस नये पैटर्न का कोई मतलब नहीं है.

अजय कुमार चिट्टू, ब्रिलिएंट साइंस कोचिंग

### लाभ कम, हानि ज्यादा



सीबीएसड, आइसीएसड व अन्य राज्य बोर्डों की अंक प्रणाली एकसमान नहीं है. नयी व्यवस्था से लाभ कम और हानि ज्यादा होने की आशंका है. बिहार के परिप्रेक्ष्य में यह ठीक नहीं है, क्योंकि यहां परीक्षा कदाचारमुक्त नहीं होती है. परीक्षा में अधिक-से-अधिक अंक हासिल करने के लिए विद्यार्थी से लेकर अभिभावक तक कोई कसर नहीं छोड़ते. यदि सरकार इस पर पूरी तरह नियंत्रण कर लेती है, तो फायदा होगा. ऐसा नहीं होने पर अच्छे बच्चे पीछे रह जायेंगे.

एचएन चौधरी, द पारामाउंट क्लासेज

आइआइटी प्रवेश परीक्षा में एनसीआईआरटी की पुस्तकों से ज्यादा ग्रंथ पढ़े जाते हैं. अब 12 वीं में ही जम कर तैयारी करनी होगी.  
श्रेया, प्रतियोगी



बच्चे अब स्कूल की पढ़ाई पर ज्यादा ध्यान देंगे. एपीटीयूड टेस्ट होने से अब लिखित और मौखिक दोनों परीक्षाओं में बच्चे और बेहतर करेंगे.  
एस सरगम, संत जोसेफ हाइस्कूल



12वीं के अंकों का 40 फीसदी वेटेज मिलने से बिहार बोर्ड के बच्चे पीछे रह जायेंगे, क्योंकि अन्य बोर्ड के मुताबिक उन्हें कम अंक प्राप्त होते हैं.  
लेलिन सम्राट, प्रतियोगी



यह पैटर्न लागू हो जायेगा, तो हर विद्यार्थी 12वीं में ज्यादा अंक आये इसके लिए कड़ी मेहनत करेगा.  
योगेश पाठक, प्रतियोगी



बच्चे स्कूल की पढ़ाई पर ज्यादा ध्यान नहीं देते हैं. नया पैटर्न लागू हो जाने से स्कूल व कोचिंग के बीच का तनाव खत्म हो जायेगा. स्कूली शिक्षा पर ज्यादा फोकस होगा.  
आयुष वत्स, संत माइकल



बोर्ड की परीक्षा पर अब ज्यादा ध्यान देना होगा. स्कूल में शिक्षकों की जिम्मेवारी और बढ़ जायेगी.  
दीपिका सिंह, संत डामिनिक



# Three more IITs to work to make Aakash cheaper

New Delhi, Feb. 2: The government plans to involve three more IITs in the world's cheapest Aakash tablet PC project to make it more indigenous and further lower its price.

Apart from IIT Rajasthan, which is spearheading the project, IIT Mumbai, IIT Madras and IIT Kanpur would also be roped in for the project, sources in the HRD Ministry said.

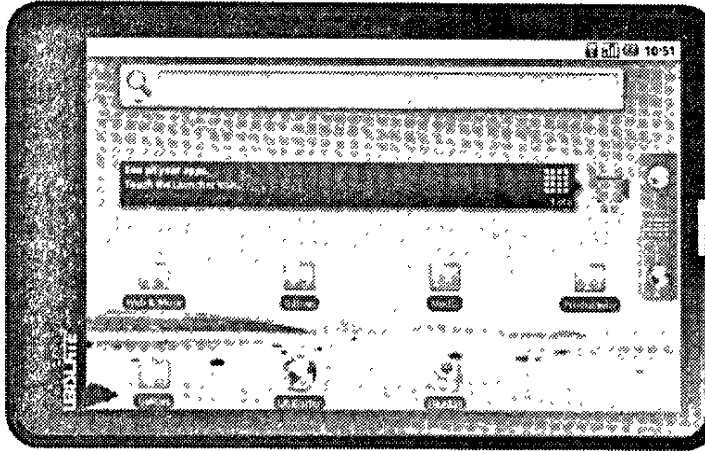
The development follows after a meeting chaired by HRD Minister Kapil Sibal yesterday where senior officials from the Ministry as well as from Department of IT were present.

The sources said much emphasis was laid on indigenisation of the tablet.

At present, several components including the processor are procured from outside.

The aim is to give shape to the indigenisation plan within the next two years and make the product 90 per cent Indian.

At the same time, emphasis will be laid on further lowering the



**Apart from IIT Rajasthan, which is spearheading the project, IIT Mumbai, IIT Madras and IIT Kanpur will also be roped in for the Aakash project to make the tablet more indigenous and further lower its price**

prices of the device, they said. At present, the device is available to students at ₹1,100 after government subsidy.

Earlier, the HRD Ministry had decided that the tendering process for rolling out the improved version of Aakash, will be handled by the Department of Information Technology.

This followed after differences cropped up between IIT Rajasthan and Datawind, the manufacturer of the tablet, over the issue of enhanced specification demands.

The HRD Ministry has already said that it will require an additional 22 crore units of Aakash and for this fresh tenders will be issued enabling other companies along with Datawind to also get a chance.

Several PSUs and Centre for Development of Advanced Computing are also expected to chip in to roll out the second phase of the Aakash. The speed of the device will come at 800 MHz instead of 300 MHz at present.

—PTI

## B-schools at crossroads

Increasing numbers of B-schools and increased awareness among students will result in below-par schools shutting down or changing hands

AJAY SRINIVASAN



The decreasing return on investments and increasing awareness amongst students about the quality of education provided across business schools has significantly dimmed the allure of management education. Consequently, the utilisation of intake capacity has been falling, particularly in tier-4 B-schools. CRISIL Research estimates the average capacity utilisation across B-schools to be around 65% in 2011-12. This trend can be attributed to a significant increase in the number of seats offered over the years, a shortage of quality faculty, absence of industry link-ups, and several companies in-

creasingly preferring to recruit graduates and train them. As a result, we foresee a number of B-schools either closing down or changing hands over the next couple of years. B-schools that focus on imparting quality education, developing the all-round skill sets of students and forging relevant partnerships with industry, however, would continue to thrive owing to the strong demand for quality education.

According to CRISIL Research, there are around 3,500-4,000 B-schools in the country, offering over 4 lakh seats. With the increasing demand for management education, there have been several institutes mushrooming all over the country. This is reflected in the fact that the number of AICTE-approved institutes has grown by more than 16 times since 1988.

Of the total institutes operating in the country, we estimate around 82% to be either affiliated to AICTE (All India Council for Technical Education) or to be state universities in India. The remaining 18% constitute autonomous in-

stitutes, which are private colleges not affiliated to AICTE or any other university, and deemed universities. Despite being affiliated with AICTE, however, most colleges in India fall under the tier-3 and tier-4 bucket.

According to CRISIL Research, in terms of intake capacity, around 36% of the B-schools fall under the tier-4 category; around 52% under the tier-3 category and the remaining 12% fall under the tier-1 and tier-2 categories. The key differentiators between colleges are quality of infrastructure and faculty and opportunities for self-development offered to students, which ultimately manifests in higher placements and salaries for students.

CRISIL Research estimates that the average utilisation rates have declined over the years, and were at around 65% in 2011-12. Tier-3 B-schools have a capacity utilisation rate of 70%, which is slightly higher than the industry average. On the other hand, tier-4 B-schools have the lowest capacity utilisation rate

of 50%. This can be attributed to decreasing returns on investment for students joining tier-4 B-schools (owing to lower salaries received as opposed to fees charged by schools) and increasing awareness amongst students about the quality of education offered by different institutes. B-schools with low utilisation rates are also found to be wanting in respect of infrastructure and faculty, as well as industry link-ups.

The demand for seats in tier-1 and tier-2 B-schools continues to remain strong despite the fact that the fees charged by these colleges has increased sharply over the last few years. This is primarily on account of students being increasingly alert and conscious about quality education. Also, the number of B-school aspirants, as reflected in CAT entrance exam-takers, is higher as compared to total enrollments across business schools in the country.

The reasons for poor utilisation levels are varied:

■ Students are getting increasingly

aware of the merits of quality education. This alertness has helped them recognise the inadequate return on investments they get after passing out from a tier-4 college.

■ The lack of adequate faculty members is the key challenge for most B-schools in India. Consequently, it is difficult to impart quality education. According to our interaction with industry sources, at least 25% additional faculty is required at B-schools in India, indicating the shortage of permanent faculty members with business schools. Also, a lot of lower-rung colleges do not have a strong curriculum aimed at developing the overall skill-set of students.

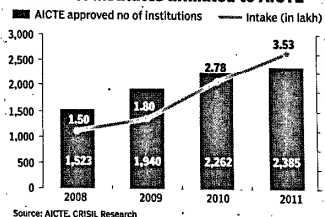
■ Most of the smaller rung B-schools do not have sufficient industry tie-ups to give students practical experiences and thus develop their skill sets. As a result, a number of corporates have started their own professional courses in order to attract students and train them according to a large number of top compa-

nies increasingly prefer to recruit graduates and train them for the job, rather than recruit post graduates. This has diminished the attraction of management courses for students, particularly from small towns. In some cases, salaries of graduate students are equivalent to that of management graduates.

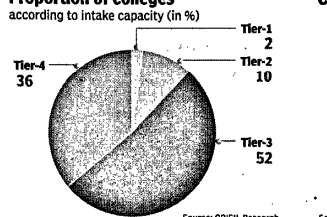
The increasing proportion of the working age population, together with economic growth, is expected to lead to increasing demand for management education in India. B-schools that focus on imparting quality education, developing the all-round skill-sets of students and forging relevant partnerships with industry would, therefore, continue to be in demand. On the other hand, B-schools that do not improve the quality of education provided are either expected to close down or change hands, as students increasingly become aware of the quality of education being imparted and the likely return on investments.

The author is head, CRISIL Research

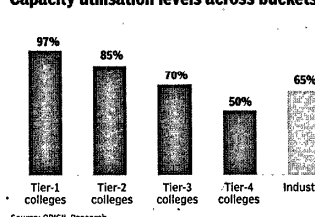
Number of institutes affiliated to AICTE



Proportion of colleges according to intake capacity (%)



Capacity utilisation levels across buckets



Categorisation of B-schools\*

Buckets	Capacity utilisation	No of students placed (2010)	Average salary offered (2010)
Tier-1	95-100%	98-100%	> ₹9 lakh
Tier-2	80-95%	80-98%	₹5-9 lakh
Tier-3	70-80%	60-80%	₹3-5 lakh
Tier-4	<70%	<60%	<₹3 lakh

\*Business schools have to fulfil the requisite criteria for all three parameters considered—capacity utilisation, average salary offered to students and percentage of students placed—to fall in a particular bucket. For instance, for a business school with the capacity utilisation rate of 98%, with 100% of the students placed but with an annual average salary to students of ₹7 lakh would classify as a tier-2 college and not a tier-1 college.

## Higher Education Space in for a Shakeout

OUR BUREAU  
NEW DELHI

A shakeout in the higher education space in India is imminent on account of declining occupancy levels, according to Crisil Research.

The average occupancy rate declined in 2011-12 to around 67% for engineering colleges and to about 65% for business schools despite low penetration of higher education and healthy demand for skilled manpower, according to Crisil Research. While the number of seats has increased, several colleges have not been able to equip students to meet corporate India's requirements.

"Low occupancy rates are making it difficult for many lower-rung colleges to sustain operations. As a result, we expect a number of colleges to face closure or change ownership over the next few years," says Ajay Srinivasan, head - industry research, Crisil Research.

The research cites a wide variation in occupancy rates across states and grades. For example, engineering colleges in Andhra Pradesh and Uttar Pradesh had an average occupancy of around 60% and 40% respectively, which is much lower than the pan-India average. Tier-4 B-schools, estimated to account for around 36% of the total seats, had an average occupancy of only around 50%.

Occupancy levels are under pressure due to the increase in the number of seats across colleges, shortage of skilled faculty, absence of industry link-ups, increasing awareness among students. Quality of education is another major concern, as an overwhelming percentage of students from lower-rung engineering colleges and B-schools lack skill sets needed to start working, without extensive training.

## B-Schools in US Open their Doors Wider to Defence Veterans

Schools value servicemen's experience on the field and commitment to a mission

ERIN ZLOMEK

As a US army captain retiring after deployments in Iraq and Afghanistan, Tom Pae feared he might have a hard time getting into a prestigious MBA programme. When he started applying last year, though, the West Point graduate quickly discovered he had a coveted résumé as recruiters from top institutions encouraged him to consider their programmes. In October he was accepted to Columbia Business School in New York, his "reach" school, and he expects to enroll there this fall. "There is a confidence issue when you're in the military and applying to business school," Pae says. "You figure you are up against a bunch of consultants and bankers and wonder, 'How does my experience translate?'"

Pretty well, it turns out: Leading B-schools such as Wharton, Harvard, and the University of California at Berkeley have stepped up their recruiting of service members. The schools say veterans have a unique outlook on leadership and will help them diversify their student bodies. Vets "are people who have been in very high-stress situations," says Deirdre Leopold, admissions director at Harvard Business School. "They bring a different perspective."

The GI Bill pays up to \$17,500 a year in tuition, plus a living stipend. Another federal programme called Yellow Ribbon will match aid from many top schools with an additional \$10,000 annually. That means vets can receive federal tuition assistance of as much as \$55,000 over two years (plus another \$20,000 from schools) — a big chunk of the \$100,000-plus charged by leading private programmes. For less expensive public universities, the federal money can cover the entire bill.

The number of retiring veterans will likely jump by 10% to 15%, to more than

275,000 annually, over the next five years as the conflicts in Iraq and Afghanistan wind down, according to the Institute for Veterans and Military Families at Syracuse University. Vets these days are better educated than ever and are more likely to pursue an advanced degree. In 2010, 4.3% of enlisted personnel entered service with at least a bachelor's degree, up from 2.3% in 1990, according to federal statistics.

The University of California at Berkeley's Haas School of Business may start recruiting at military bases. Both the Harvard Business School and the University of Pennsylvania's Wharton School last year introduced special days for vets to tour the campus, shadow current students, and meet professors.

The schools' charm offensive is in part a response to a pledge by companies such as Microsoft, Google, and PepsiCo to hire more veterans. More companies may soon follow: Congress in November passed the Vow to Hire Heroes Act of 2011, which provides tax credits of \$2,400 to \$9,600 for each out-of-work veteran companies hire. Google is visiting 23 schools on its first student-veteran campus tour. PepsiCo this spring plans to launch a hiring website for former servicemen and women. Microsoft says military cybersecurity experts have been a big addition to its staff, and veterans with experience in logistics have helped streamline the supply chain for Xbox.

Iraq and Afghanistan Veterans of America, a lobbying group, wants to be sure former soldiers fully understand the level of student loan debt they may face in pursuing an MBA. Nonetheless, the group's deputy policy director, Tom Tarantino, says he's encouraged by the schools' recruitment efforts. Vets "understand the concept of mission and what it means to be flexible in order to reach a goal," he says. "Many times, their survival depended on that."

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BusinessWeek

## CHENNAI CO TO LAUNCH MATHEMATICS NETWORKING SITE

# Facebook-Type Site to Change Calculus of Maths Teaching

**SANJAY VIJAYAKUMAR & SANGEETHA KANDAVEL**  
CHENNAI

In 2005, American writer Thomas Friedman was so impressed with Chennai-based online mathematics education platform HeyMath that he featured it in his book *The World is Flat* and wrote that "HeyMath's mission is to be the math Google".

If Friedman were to describe its aspirations now, he could well make that "math Facebook". For, HeyMath, which has former IMF chief economist Raghuram Rajan and entrepreneur Jerry Rao on its advisory board, is on course to launch a social networking site for mathematics, the first of its kind, within three months. Symbolically, it is happening in 2012 — the National Mathematics Year in India.

"I am visualising 3,000 teachers coming together (from key HeyMath markets such as the US, Singapore and India)," says MD Nirmala Sankaran. "There is a case for bringing this community together. They would face similar problems as teachers."

Sankaran and her husband Harsh Rajan gave up high-profile banking jobs in London to start HeyMath in 2000 after they sensed a gap in maths education.

The maths social network, to be called 'Teaching Tomorrow', will be a separate non-profit venture. It is intended for teachers to share maths insights with each other. Down the line, Nirmala expects even parents of maths stu-

dents to get a look-in. It will start with 30-40 teachers in the US, who more naturally take to the Web compared with India.

The hope is that HeyMath would eventually benefit as the networking site spreads the word. Strategically, that could take its maths lessons business to consumers, or B2C. Now, HeyMath's business model is built on the acceptance of schools and teachers, more a B2B formula.

"An open platform such as this will help teachers resolve issues they face, and bring out creative

**The hope is that HeyMath would benefit from the site. That could take the firm's maths lessons business to consumers**

ideas of teaching in an open environment," said Rao, the founder of software company MphasiS.

Before all that can happen, however, HeyMath would like to get a crucial question right: why would the usually busy maths teachers spend time on networking? The answer, for Sankaran, is that they will do so to make their jobs easier. Therefore, HeyMath wants to provide free applications that will, say, make question-setting possible in a jiffy. Having specialised content, including live talks by mathematicians, is another idea.

The site is currently being designed. When complete, it would have incorporated popular social networking features such as 'likes' and 'recommendations'.



## Formula for Success

**'TEACHING Tomorrow'**, the maths social network, will be a non-profit venture

**THE SITE** is intended for maths teachers to share insights

**IT WILL** start with 30-40 teachers in the US. Later, even parents of students may join



**There is a case for bringing this community (maths teachers) together. They would face similar problems as teachers**

**N SANKARAN**  
MD, HeyMath

# Powerhouses of Energy

They're the 'disrupters', and they're proving age is no barrier to achievement. More importantly, they're innovating to create a more sustainable world. Indians on the Forbes' '30 under 30' list tell **Team ET** what drives them

## Watt-Watch Programme

### The Achievement

**NAMED ONE OF** the Forbes '30 under 30' technology disrupters for my work on developing sensing systems that are easy to install and use, and can help save energy. In addition to month-end analyses, our system provides real-time feedback, so you can walk around the home, turn things on and off and understand how much energy they consume. I was happy to be awarded the prestigious recognition, but more importantly, it has brought attention to our research. We believe electricity bills should look like credit card statements so home owners can use this information and make wise decisions to save energy.

### Sidhant Gupta, 27

Graduate Student,  
University of Washington

### The Best Advice

I was told to follow my passion and my heart, and I've been doing so ever since.

### Wishlist

I'm working on improving the energy saving system, and on ways to interact with computers.



MAYANK GOEL



### Raj Krishnan, 29

Chief Executive, Biological Dynamics,  
A San Diego-based biotech company

## Core Correction

### The Achievement

**I GOT LISTED** in Forbes' '30 Under 30' for 'science'. Current technology diagnoses cancer in the late stages when it is easiest to find but hardest to treat. Biological Dynamics offers a portable early stage multi-cancer screening tool.

### The Best Advice

Keep experimenting. Many had failed earlier, but I experimented with a novel method and it clicked. Also, scientists in India should develop a mindset to become entrepreneurs.

### India Connect

I was born in Trichy, Tamil Nadu and brought up in Kolkata. I am an alumnus of University of California, San Diego and UCLA.

### Wishlist

We are aiming to bring our products and devices to the market in the next five years.

## Money Machine

### Vikas Mohindra, 25

Wealth Management Advisor,  
Merrill Lynch

### The Achievement

**GATHERED \$38 MILLION** in three years from scratch, including netting a big corporate executive and a \$5-million 401k plan. It is an absolutely great feeling to be among the top achievers. I knew I was in the running for it... but then, finance is one of the most competitive fields. It's great to get this honour at 25 years of age.

### India Connect

I have a lot of family in India. Both my parents are from Punjab. My father came to the US in the 1970s and I was born in 1986 in the US. I haven't visited India in the past 15 years, though that will soon change in February 2012, when I come to India for a cousin's wedding in Punjab. My father worked with the transit authority in New York City and is now retired; my mother is a teacher.



### Wishlist

This is just a beginning. I want to continue to be on the list year after year and set the standard. There is an under-40 list too!

### The Best Advice

General advice from colleagues and family was: never become complacent. Believe in perseverance. My mentors have been way too many to name.

Times Of India ND 03/02/2012 23

# This bullet can hit target a mile away

## Designed To Twist & Turn, It Can Direct Itself Like A Tiny Guided Missile

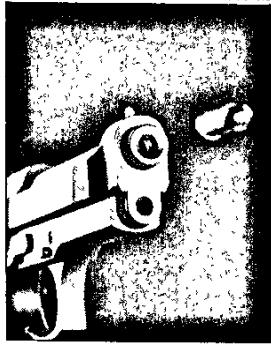
Albuquerque, (New Mexico): Figuring out how to pack a processor and other sophisticated equipment into a machine gun bullet has been a challenge, but engineers at Sandia National Laboratories say the miniature guidance system they've developed is a breakthrough.

A bullet that directs itself like a tiny guided missile and can hit a target more than a mile away has the potential to change the battlefield for soldiers without costing too much, engineers said on

Wednesday.

Sandia technical staff member Red Jones said the .50-caliber bullets are being designed to work with military machine guns, so soldiers could hit their mark faster and with precision.

"Everybody thought it was too difficult to make things small enough. We knew we could deal with that. The other thing was it was going to be too complicated and expensive," he said. "We came up with an innovative way around that to make it



PRECISION STRIKE

stupid and cheap and still pretty good."

The idea behind Sandia Labs' bullet is rooted more in the M2, a belt-fed machine gun that became standard issue in the US army nearly 80 years ago. Pairing the M2 with the guided bullet would allow soldiers to hit their mark faster and with precision. At 4 inches long and a half-inch in diameter, the bullet is designed to twist and turn, making up to 30 corrections per second.

Jones and his fellow re-

searchers had initial success testing the design in computer simulations and in field tests of prototypes, built from available parts.

Computer simulations showed an unguided bullet under real-world conditions could miss a target more than a half mile away by nearly 10 yards. But according to the patent, a guided bullet would get within eight inches.

The design for the bullet also includes an optical sensor to detect a laser beam on a target. AP

Hindustan Times

Title : Facebook files for \$5-bn IPO

Author : Yashwant Raj yraj@hindustantimes.com

Location : WASHINGTON:

Article Date : 02/03/2012

# Facebook files for \$5-bn IPO

**TOTAL CONTROL** Largest Silicon Valley IPO ignites investor, media frenzy but founder Zuckerberg keeps the reins in his hands

Yashwant Raj

yraj@hindustantimes.com

WASHINGTON: Social networking giant Facebook on Thursday unveiled what is expected to be Silicon Valley's largest ever initial public offering, but made it clear to outside investors that they will have little voice in its running, as founder and CEO Mark Zuckerberg will continue to exercise almost complete control.

Facebook said it plans to raise \$5 billion in its stock sale, which could value the company anywhere between \$75 billion and \$100 billion according to analysts.

For eight-year-old Facebook, the IPO marks a step into adulthood.

"We're going public for our employees and our investors," Zuckerberg said. "We made a commitment to them when we gave them equity that we'd work hard to make it worth a lot, and make it liquid, and this IPO is fulfilling our commitment."

About 1,000 of Facebook's 3,000 employees are going to be millionaires because of the IPO.

The Facebook stock will be up on sale as FB, but there was no clarity on Wednesday if it will be traded on the New York Stock Exchange or on Nasdaq.

But IPO will hit the market no earlier than mid-year.

The networking giant's net income increased by 65% to \$1 billion in 2011 according to the IPO papers filed by the company; revenue rose by 88% to \$3.7 billion.

Facebook has 845 million monthly active users worldwide, and 483 million daily active users. It gets 2.7 billion likes/comments everyday and 250 million photos.

Facebook's move to go for the IPO is influenced by the company's need for extra cash to prepare for the battle ahead with Google's social networking site Google+, said analysts.

But is a Silicon Vally IPO guaranteed to succeed?

While on one hand, stocks of online gaming company Zynga and discount coupon website Groupon have languished since debut, Google's stock has soared.

So, what is on Mark Zuckerberg's mind?

**facebook** Search

**MARK AND WALL STREET ARE NOW FRIENDS**  
...But with hundreds and million of users, can the site, launched by Mark Zuckerberg from his dorm room at Harvard, live up to the lofty expectations?

**Some interesting stats**

<b>\$3.7 bn</b> Estimated revenue in 2011	<b>845 mn</b> Users	<b>3,500</b> Employees (as of Dec 31, 2011)	<b>\$28 bn</b> Estimated value of Zuckerberg's 28% stake in the company	<b>\$75-100</b> Facebook's estimated valuation after the IPO
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**Founder and CEO: Mark Zuckerberg**  
**28%** Share in the company  
Founded: 2004  
Original name: thefacebook.com

**FRIENDS WITH BENEFITS (STAKES)**

<b>15%</b> Accel Partners
<b>4%</b> Dustin Moskowitz
<b>4%</b> Sean Parker
<b>1%</b> Chris Hughes
<b>&gt; 1%</b> Tyler and Cameron Winklevoss Divya Narendra

**EARLIEST INVESTORS**

<b>\$500,00</b> Pal co-founder Peter Thiel in 2004
<b>\$12.7</b> Accel Partners in 2005

**What's on his mind?** "It was built to accomplish a social mission -- to make the world more open and connected."

**HACKER TURNS CZAR**

- Even after the public issue, Zuckerberg will have almost total control over the company
- The 27-year-old's ownership position means Facebook will not need to appoint a majority of independent directors or set up board committees to oversee compensation and other matters
- The culture and management approach at Facebook is incidentally known as the "Hacker Way". Zuckerberg says hackers believe that something can always be better, and that nothing is ever complete.

**LIKES AND DISLIKES**

**Michael Gartenberg**, technology analyst, Gartner  
Facebook going public doesn't have that much implication for the vast majority of Facebook users unless they plan on buying shares -- when they can finally get their hands on them.

**Michael Yoshikami**, chief executive, YCMNET Advisors  
For the valuation that people are going to be paying for this name, they're going to probably be overpaying by a third because of the optimism related to just the name.

**Nate Elliott**, analyst, Forrester Research  
I worry that the billions of dollars of revenue that they generated last year aren't as solid as they need to be because the advertisers who spent the money aren't as thrilled with the results.

**Ryan Jacob**, chairman, Jacob Funds  
Investors have to be extremely confident that Facebook will be able to develop significant revenue streams to pay up for this deal... The opportunities for them are really pretty endless.

**NEW FACEBOOK HEADQUARTERS**  
1801 Wilford Road

**EARLIER MARKET POKES**

<b>Apple</b>	<b>\$1.7 bn</b> (1980)
<b>Microsoft</b>	<b>\$640 mn</b> (1986)
<b>Google</b>	<b>\$23 bn</b> (2004)

IPO day valuations

**NOTIFICATIONS**

- At \$5 bn, Facebook's IPO would be the largest ever by a technology company, eclipsing the \$1.9 bn by Google in 2004
- Google shares are currently trading at five times revenue, whereas Facebook would be demanding a 27 times multiple based on a \$100-bn valuation.

**Hindustan Times**

**Title : WIN WITHOUT CHEATING**

**Author : Gauri Kohli**

**Location :**

**Article Date : 02/03/2012**

# WIN WITHOUT CHEATING

**Gauri Kohli**

Before securing the first rank in the All India Engineering Entrance Examination (AIEEE) and the fifth in the IIT-JEE in his very first attempt in 2010, Vipul Singh was an aspiring engineer just like millions of students across India. Today, he's sharing the IIT-Bombay classrooms with some of the best brains in the country. Ask him about his success mantra and pat comes the reply: "Don't sacrifice honesty to achieve success. Your values and the ability to persevere are your best weapons to beat failure."

## Identify your potential

While sitting for multiple entrance tests, Singh was aware of the cut-throat competition, the sense of pressure. "Every student has his own capabilities and requirements and it's important to identify these. There are students who force themselves to study a subject and end up resorting to unfair means to pass. This only leads to humiliation and doesn't get you anywhere," he says.

## Change the mindset

With several competitive



exams and expectations of parents weighing heavily on the minds of youngsters, there has been an increase in the number of cases where students have been found cheating to pass the tests. The most recent case was reported last week when the All India Institute of Medical Sciences post graduate entrance test racket was busted.

Obviously, it's the lure of the lucre and social status that drives many people to such extremes. Tej Bahadur Singh, professor of clinical psychology at Delhi's Institute of Human Behaviour and Allied Sciences says, "Money can't buy everything but many of the moneyed set think they can buy what they want, even if it means a place in a professional course."

## Exams are a breeze if

- You are thorough with your NCERT textbooks
- You have practised solving as many mock tests as you are able to in real time to build up tempo
- You use visuals/graphics to boost retention power
- You touch difficult topics after revising easy ones
- You keep time for leisure
- You treat a competitive exam as any other test. This will relieve you of unnecessary pressure
- You devote sufficient time for self-study and in clearing your doubts

## It's just another test

Kushagra Pathak, who got all-India rank 19 in the AIIMS PMT last year, says: "Medicine is a noble profession and using unfair means to secure a seat means you are putting several lives at stake."

Experts say the key to cracking any competitive test is to study regularly. This will relieve you of the additional pressure that a competitive exam generally carries with it.

*With inputs from  
Rahat Bano*