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EDITORIAL

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COVER STORY

STEVE BALLMER

Steven A. Ballmer joined a tiny startup called Microsoft in 1980 at the invitation of his college friend, founder Bill Gates. In a variety of roles that placed him second only to Gates, Ballmer played a crucial role in Microsoft's growth into the most powerful force in the computer industry. He became Microsoft's chief executive officer in 2001.



Ballmer's exuberant, aggressive, and highly competitive personality helped shape the company's strategy and was critical to its success. Many consider him the author of Microsoft's more aggressive and questionable tactics, aimed not simply at strengthening Microsoft but at weakening the competition. Unquestionably, those tactics achieved results—including both dominance of the software market and numerous legal challenges over the years. The most prominent legal challenge was the 1998 antitrust case brought by U.S. Justice Department, which accused Microsoft

of abusing its power as an illegal monopoly. Additionally, as of 2004 it faced antitrust charges in the European Union.

Competitive from the Start

Ballmer and his sister, Shelly, grew up in a wealthy suburb of Detroit, where their father, a Swiss immigrant, had a midlevel management job at Ford Motor Company. At Detroit Country Day School, which he attended on a scholarship, Ballmer was

perceived as an overachiever. A highly intelligent and enthusiastic student with a talent for math, he earned a 4.0 grade point average, played on the football and track teams, managed the basketball team, and participated in various school clubs. He repeated this experience at Harvard University, where he studied applied mathematics, managed the football team, and worked on the *Harvard Crimson* newspaper and the university literary magazine. He also played poker with a classmate, Bill

Gates, who dropped out in their junior year to start a software company.

After earning a BS degree at Harvard, Ballmer spent a year and a half at Procter & Gamble, marketing brownie and muffin mixes. He entered Stanford University's Graduate School of Business in 1979, and after his first year, visited his college friend Gates in Seattle, hoping for a summer job at Gates's company, Microsoft. Instead, Gates persuaded him to take a

full-time job managing the company's operations. Ballmer's earliest role was as head recruiter for the fast-growing firm; although he was not a programmer himself, Ballmer could recognize technical talent. Not long after Ballmer was hired, Microsoft signed a contract to create an operating system for IBM's new line of what eventually would be called personal computers. Under a tight deadline, Microsoft licensed a program called QDOS from a small Seattle company, rewrote it, and renamed it MS-DOS.

The roles of the major players were set: Bill Gates and his partner and

cofounder, Paul Allen, oversaw the technical side, while Ballmer handled the business end. In 1981 Ballmer reorganized the partnership into a corporate structure in which Gates held 53 percent of the equity, Allen 35 percent, and Ballmer 8 percent. He also implemented a stock option plan for Microsoft employees, which kept



programmers from leaving until their options vested and would ultimately result in the creation of numerous "Microsoft Millionaires." Faced with

health problems, Allen left the company in 1983, leaving the team of Gates and Ballmer in charge.

Making Microsoft

During the 1980s Ballmer headed the development of operating systems, the core of the company's business. He was quick to realize that the graphical user interface (GUI) introduced by Apple's MacIntosh in 1984 was a major step toward making personal computers easier to use and more popular. In addition, it was a potential threat to Microsoft's goal of making MS-DOS the industry standard. To stave off the competition and ensure

that developers would continue creating applications for the MS-DOS platform, Microsoft announced Windows, a GUI for MS-DOS, in late 1983. Windows was heavily promoted during the two years between its announcement and the product's actual release in October 1985, gaining a reputation as *vaporware* (an industry term for products announced far in advance of any release, which may or may not actually take place). The Windows interface used the visual metaphor of a desktop and file folders, which was originally created at Xerox's Palo Alto Research Center in the early 1970s and first brought to market by Apple. Although some aspects of the desktop interface were licensed to Microsoft for use in Windows 1.0, Apple sued Microsoft in 1988, claiming that the "look and feel" of Windows 2.0 infringed its copyright. Apple lost this suit in 1992.

Microsoft became a publicly held company in 1986, making Ballmer a multimillionaire before he turned 30. But Gates and Ballmer were not solely motivated by wealth; their ambition was for Microsoft to control every aspect of the software market. They were particularly successful with the Microsoft Office suite of applications, comprising word-processing, spreadsheet, and presentation software (Word, Excel, and PowerPoint, respectively). By 2004 Microsoft Office had achieved a 90 percent market share. Windows

3.0, released in 1990, had finally resolved many of the technical problems of earlier versions. In 1993 the company introduced Windows NT, an operating system for mainframes and large networks, to compete with UNIX. Ballmer was ahead of Gates in recognizing the importance of the Internet in the early 1990s, and in 1995 the company launched the Microsoft Network and its own Web browser, Internet Explorer, to compete with Netscape, one of the earliest browser programs. The launch of Windows 95, another long-delayed upgrade to the operating system, became a media event.

Legal Troubles

But increasing criticism mirrored the company's growth. Many industry observers expressed the view that Microsoft dominated the market because of its success at crowding out smaller competitors by any means available, not because of the quality of its products. Microsoft's aggressive business practices resulted in a number of legal challenges in the 1990s. One lawsuit came from Sun Microsystems, which had created the platform-independent Java Web programming language. Microsoft had licensed Java from Sun in 1995, and in 1997 Sun sued, claiming that Microsoft had created a version of Java that was incompatible with non-Windows platforms. The suit was settled in 2001.

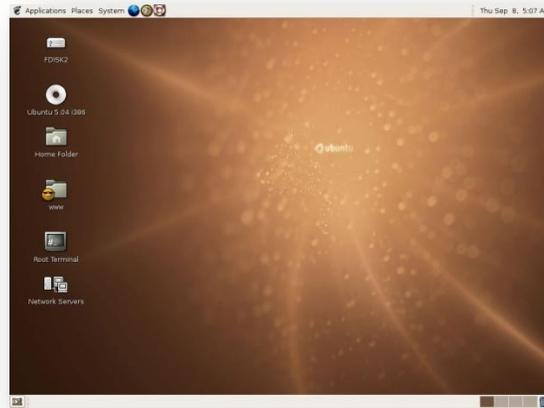
The most serious charges came in 1998, when the U.S. Justice Department and 18 states joined to prosecute Microsoft on antitrust charges. The case focused largely on the "bundling" of Internet Explorer with the Windows operating system, making it difficult to use competing Web browsers such as Netscape, and on other illegal anticompetitive actions. The government accused Microsoft of being a monopoly and of using that monopoly power to illegally expand and protect its Windows operating system. In 1999 a

district court judge ruled that Microsoft was a monopoly and in 2000 found the company had violated the Sherman Antitrust Act. In June 2000 the judge ordered that Microsoft be split into two companies. Microsoft, of course, appealed, and while the appeals court upheld the monopoly and antitrust rulings, it threw out the order to split up Microsoft. A tentative settlement that would keep Microsoft intact but restrict its activities was issued in November 2001.



OS of the Month

UBUNTU



With Ubuntu Desktop Edition you can surf the web, read email, create documents and spreadsheets, edit images and much more. Ubuntu has a fast and easy graphical installer right on the Desktop CD. On a typical computer the installation should take you less than 25 minutes.

Desktop simplicity

When you start your system for the first time you'll see a desktop that is clean and tidy, no desktop icons, and a default theme that is easy on the eye.

Ubuntu done all the hard work for you. Once Ubuntu is installed, all the basics are in place so that your system will be immediately usable.

A complete office productivity suite

OpenOffice contains a user interface and feature set that is similar to other office suites, and includes all the key desktop applications you need, such as:

Word processor - for anything from writing a quick letter to producing an entire book.

Spreadsheet - a tool to calculate, analyse, and present your data in numerical reports or charts.

Presentation - an easy, and powerful tool for creating effective multimedia presentations.

Edit and share files in other formats

Easily open, edit and share files with your friends that have Microsoft Office, Word Perfect, KOffice or StarOffice.

Quick and easy updates

The task bar contains an update area where we'll notify you when there are updates available for your system, from simple security fixes to a complete version upgrade. The update facility enables you to keep your system up-to-date with just a few clicks of your mouse.

A vast library of free software

Need more software? Simply choose from thousands of software packages in the Ubuntu catalogue, all available to download and install at the click of a button. And it's all completely free!

Help and support

You'll be able to find help using the desktop browser or [online](#). If you have a question about using Ubuntu, you can bet someone else has already asked it. Our community has developed a range of [documentation](#)

that may contain the answer to your question, or give you ideas about where to look.

This is also where you'll get access to free support from the Ubuntu community in the chat and mailing lists in many languages. Alternatively, you can purchase professional support from the Canonical Global Support Services Team, or local providers.

Ubuntu in your local language



Ubuntu aims to be usable by as many people as possible, which is why we include the very best localisation and accessibility infrastructure that the free software community has to offer.

GAMING

NHL 08



Features

Skill Stick Moments -Shoot, deke, and pass your way from one end of the ice to the other on offense, and throw crushing bodychecks and knock players off the puck on defense with a simple flick of the right analog stick.

AHL Integration -Choose your favorite AHL team and see if you have what it takes to skate away with the Calder Cup.

Improved AI -New Goalie AI will have netminders anticipating one-timers and poke checking offensive scoring opportunities, while new CPU logic improves player puck control and gliding changes.

NBA 08



All-New Quickstrike Ballhandling -

Whether you're pushing the ball upcourt or backing down a defender inside, quicker, more responsive ball-handling moves allow you to break down opponents and take complete control of your game with the right analog stick.

Own the Paint - Put the ball in the hands of your big men and go head-to-head in the lane. With all-new moves and counters, including pump fakes, drop-steps, and spins, post play has never been better.

See Who's Hot and Who's Not - Using actual NBA shot tracking data, know who to feed and who to defend based on a shooter's Hot Spots, an all-new on-screen overlay showing you exactly where a player is most dangerous.

Dominate with Your Go-To Move - Every player has a go-to move that they consistently go to when the game is on the line. Now the signature go-to moves of the NBA's best players have been realistically re-created to help you score when it

counts. That patented step back jumper? A fadeaway with the big leg kick? If it's in the game, it's in the game.

A New Look and Feel - 5-on-5 gameplay has never looked so good. Featuring enhanced player spacing and behavior logic in the half-court, upgraded passing and rebounding mechanics, and an all-new two player interaction engine.

All-New Shooting Mechanics - From deep three-point shots well beyond the arc to 10-foot jumps shots in the paint, every shot attempt has been redesigned to provide more fluid, realistic results. Dunks and lay-ups

are now assigned to the same button command making highlight reel plays even easier to perform.

The NBA Goes Live - Player faces, team uniforms, and authentic arenas jump to life behind the power of next-generation game graphics. Whether you're working on your game in the revamped practice gym or playing in front of a packed house, feel what it's like to be an NBA superstar.

Like Butter - Running at a smooth 60 frames per second, NBA LIVE 08 is as close as you can get to the court, without dropping dime for courtside seats.

Skate



Flickit™: The days of button mashing are over. The intuitive Flickit dual analog control lets you perform skill-based tricks that capture the real-world feel and true attitude of skating.

Define Your Style of Skating: Create your own style and personality with animation and physics that give you the freedom to decide how your skater looks, feels, and rides. Get creative as you develop your own tricks and string them together to create lines.

Without Footage, It's Fiction: Capture your sickest moves in game and take them online to share. Using innovative online editing tools, add music and personal live-action footage to create the ultimate skate vid.

Create Your Own Story: Create and define your own story. Become famous and generate mainstream hype with media coverage or go the infamous route by owning spots and building street cred.

GADGET



The iPhone is a multimedia and Internet-enabled quad-band GSM EDGE-supported mobile phone designed and sold by Apple Inc. The iPhone's functions and features camera phone, multimedia player, text messaging, visual voicemail and the Internet services including e-mail, web browsing, and local Wi-Fi connectivity. User input is using multi-touch screen with virtual keyboard and buttons.

Loads more of interesting feature of iPhone can be dig up such as amazing that the Apple iPhone allows placing calls to anyone even it is locked

Capping literally [years of speculation](#) on perhaps the most intensely followed unconfirmed product in Apple's history -- and that's saying a *lot* -- the iPhone has been announced today. Yeah, we said it: "iPhone," the name the entire free world had all but unanimously christened it from the

time it'd been nothing more than a twinkle in Stevie J's eye ([comments](#), [Cisco?](#)). Sweet, glorious specs of the 11.6 millimeter device (that's frickin' thin, by the way) include a 3.5-inch 480 x 320 touchscreen display with multi-touch support and a proximity sensor to turn off the screen when it's close to your face, 2 megapixel cam, 4GB or 8 GB of storage, Bluetooth 2.0 with EDR and A2DP, WiFi that automatically engages when in range, and quad-band GSM radio with EDGE. Perhaps most amazingly, though, it somehow runs OS X with support for Widgets, Google Maps, and Safari, and iTunes (of course) with CoverFlow out of the gate. A partnership with Yahoo will allow all iPhone customers to hook up with free push IMAP email. Apple quotes 5 hours of battery life for talk or video, with a full 16 hours in music mode -- no word on standby time yet. In a twisted way, this is one rumor mill we're almost sad to see grind to a halt; after all, when is the next time we're going to have an opportunity to run [this picture](#)? The 4GB iPhone will go out the door in the US as a Cingular exclusive for \$499 on a two-year contract, 8GB for \$599. Ships Stateside in June, Europe in fourth quarter, Asia in 2008.

Software



Extend your iLife. Only with .Mac.

With online tools that work seamlessly with iLife and Mac OS X, .Mac makes doing amazing things on the Internet elegantly simple. There's no better way to take your Mac experience to the Internet.

.MAC FAMILY

Put it online with a click.

.Mac is built to work seamlessly with iWeb. You simply create your site, click Publish, and it's online. There are no settings or configurations to remember — .Mac does it all behind the scenes. So all you see is beautiful results.

Stunning sites and blogs made easy.

With iWeb, you can create a great-looking website in minutes, or express yourself with your own blog. Simply choose from a wide selection of Apple-designed themes, customize your page with photos and text, and you're done. Or, with one-click theme switching in iWeb '08, you can experiment all you like.

With iWeb and .Mac, expressing yourself online is easy. You can

create a custom website, blog, or podcast in minutes and publish it to .Mac with a single click. And iWeb '08 lets you add content like Google Maps and even use your own domain name.

site. Select Google Maps, Google AdSense, or Web Gallery widgets right in iWeb '08, or add an HTML snippet from another site, such as YouTube.

Wonderful web widgets.

Using iWeb '08, you can include live content from other sites in your .Mac

My name is URL.

By popular demand, .Mac now lets you use your own domain name when you publish from iWeb '08. It's an easy way to give your site or blog the ultimate personal



For KIDS

Computer LOGO Quiz

1.



2.



3.



4.



Answers of vol.: July 07

Q1. Apache

2. Steve Jobs

3. Codemasters and Microsoft

4. Justin Forest

5. iLight

6. X4

7. Steve Ballmer

8. Apple

9. MAC TV

Send us your answers on

vidit.best@gmail.com