

## Unit-3: Satya Nadella's E-mail to Employees on First Day as CEO

### SATAYA NADELLA'S E-MAIL TO EMPLOYEES ON FIRST DAY AS CEO - Satya Nadella

#### About the author

Satya Nadella was born in 1967 in Hyderabad and was educated in the Hyderabad Public School. After graduating from high school, Nadella pursued Bachelor of Engineering (BE) in Electronic Engineering from the Manipal Institute of Technology, Manipal. He claimed that his time in Manipal allowed him to 'discover what turned out to become a passion.' He then moved to the United States to study Computer Sciences, earning an MS in the field from the University of Wisconsin, Milwaukee. After graduation, his career took off when he became a member of the technology staff in Sun Microsystems, a company that sold computers and computer components while also offering IT services. Though his thirst to learn remained with him, Nadella prudently recognized the importance of grounding his desire and passion to build through an exposure to the world of business. He began pursuing an MBA from the University of Chicago Booth School of Business. It was at this point, a job offer from Microsoft came in his way. Nadella worked his way up the ranks, and on 4 February 2014, he was appointed CEO of Microsoft, a role earlier fulfilled by Bill Gates and Steve Ballmer, two people Nadella had idolized. It was, for him, both privilege and an honor.

#### Pre-reading: Individual-work

**Individual Activity:** Match the formal phrases from column 'A' with their relevant informal phrases from column 'B'

Column 'A'	Answers	Column 'B'
1. I am writing with regard to		a. Hey XX / Hello XX
2. Dear Sir/Madam		b. I am happy to tell you that.....
3. I would like to know...		c. I wanted to let you know that.....
4. I am glad to inform you that .....		d. Hope to hear from you soon.
5. I look forward to.....		e. Can you tell me.....?

## Pre-reading: Pair-work

**Pair Activity:** Discuss with your partner to analyze the following e-mail's structure, the language used and the style followed, and list out your observations on paper.

**Subject:** Product quality complaint—model 562 refrigerator

Hello,

I'm writing this email to register my complaint about a refrigerator I purchased at your store at 78 wooden street at Miyapur, Hyderabad. I made my purchase on the 18th of September 2022 with my credit card.

Unfortunately, after using the refrigerator for some days, I discovered it didn't cool the products properly. As a result, I lost almost Rs.5000 worth of groceries. I went back to the store to request a refund, but the store attendant refused to address my concerns. I am deeply disappointed about the quality of the product and the customer service in your store.

I hope you can resolve this issue and stand behind your product. I'm a longstanding customer, and I'd appreciate it if you resolve this issue immediately. Thank you for your time.

Hope to hear from you soon.

Yours truly,

Maria Fernandes

## While-reading Task

Read the following Satya Nadella's E-mail to his employees and make a list of divergent questions (Questions which have neither right nor wrong answers) and write your own possible answers for them as a student in about 20 or 30 words. One has been done for you.

1. Who am I?

I am the one who believe in self and capable of doing unique things. I am also a traveler and love to gain experience and consciousness while on a journey, where I understand, make mistakes, improvise and increase intellect through self-interest.

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### **SATAYA NADELLA’S E-MAIL TO EMPLOYEES ON FIRST DAY AS CEO** **-Satya Nadella**

It's official, Satya Nadella is Microsoft's next CEO, and on his first day on the job he's sent a letter to the whole staff. In the letter, Nadella speaks of what he thinks and what makes Microsoft a great company, and where he thinks it can go in the future. He warns that "While we have seen great success, we are hungry to do more. Our industry does not respect tradition — it only respects innovation." Nadella also lays out a bit of his plan for the company. He mentions that he requested Bill Gates to help out more than he has in the past few years, and perhaps more importantly, he speaks generally of focusing the company on what it does best. He says "We need to prioritize innovation that is centered on our core value of empowering users and organizations to do more." You can read the letter in its entirety below.

**From:** Satya Nadella

**To:** All Employees

**Date:** 4 February, 2014

**Subject:** RE: Satya Nadella – Microsoft’s New CEO

Today is a very humbling day for me. It reminds me of my very first day at Microsoft, 22 years ago. Like you, I had a choice about where to come to work. I came here because I believed Microsoft was the best company in the world. I saw then how clearly we empower people to do magical things with our creations and ultimately make the world a better place. I knew there was no better company to join if I wanted to make a difference. This is the very same inspiration that continues to drive me today.

It is an incredible honor for me to lead and serve this great company of ours. Steve and Bill have taken it from an idea to one of the greatest and most universally admired companies in the world. I’ve been fortunate to work closely with both Bill and Steve in my different roles at Microsoft, and as I step in as CEO, I’ve asked Bill to devote additional time to the company, focused on technology and products. I’m also looking forward to working with John Thompson as our new Chairman of the Board.

While we have seen great success, we are hungry to do more. Our industry does not respect tradition — it only respects innovation. This is a critical time for the industry and for Microsoft. Make no mistake, we are headed for greater places — as technology evolves and we evolve with and ahead of it. Our job is to ensure that Microsoft thrives in a mobile and cloud-first world.

As we start a new phase of our journey together, I wanted to share some background on myself and what inspires and motivates me.

Who am I?

I am 46. I've been married for 22 years and we have 3 kids. And like anyone else, a lot of what I do and how I think has been shaped by my family and my overall life experiences. Many who know me say I am also defined by my curiosity and thirst for learning. I buy more books than I can finish. I sign up for more online courses than I can complete. I fundamentally believe that if you are not learning new things, you stop doing great and useful things. So family, curiosity and hunger for knowledge all define me.

Why am I here?

I am here for the same reason I think most people join Microsoft — to change the world through technology that empowers people to do amazing things. I know it can sound hyperbolic — and yet it's true. We have done it, we're doing it today, and we are the team that will do it again.

I believe over the next decade computing will become even more ubiquitous and intelligence will become ambient. The co-evolution of software and new hardware form factors will intermediate and digitize — many of the things we do and experience in business, life and our world. This will be made possible by an ever-growing network of connected devices, incredible computing capacity from the cloud, insights from big data, and intelligence from machine learning.

This is a software-powered world.

It will better connect us to our friends and families and help us see, express, and share our world in ways never before possible. It will enable businesses to engage customers in more meaningful ways.

I am here because we have unparalleled capability to make an impact.

Why are we here?

In our early history, our mission was about the PC on every desk and home, a goal we have mostly achieved in the developed world. Today we're focused on a broader range of devices.

While the deal is not yet complete, we will welcome to our family Nokia devices and services and the new mobile capabilities they bring us.

As we look forward, we must zero in on what Microsoft can uniquely contribute to the world. The opportunity ahead will require us to reimagine a lot of what we have done in the past for a mobile and cloud-first world, and do new things.

We are the only ones who can harness the power of software and deliver it through devices and services that truly empower every individual and every organization. We are the only company with history and continued focus in building platforms and ecosystems that create broad opportunity.

Qi Lu captured it well in a recent meeting when he said that Microsoft uniquely empowers people to “do more.” This doesn’t mean that we need to do more things, but that the work we do empowers the world to do more of what they care about — get stuff done, have fun, communicate and accomplish great things. This is the core of who we are, and driving this core value in all that we do — be it the cloud or device experiences — is why we are here.

What do we do next?

To paraphrase a quote from Oscar Wilde — we need to believe in the impossible and remove the improbable.

This starts with clarity of purpose and sense of mission that will lead us to imagine the impossible and deliver it. We need to prioritize innovation that is centered on our core value of empowering users and organizations to “do more.” We have picked a set of high-value activities as part of our One Microsoft strategy. And with every service and device launch going forward we need to bring more innovation to bear around these scenarios.

Next, every one of us needs to do our best work, lead and help drive cultural change. We sometimes underestimate what we each can do to make things happen and overestimate what others need to do to move us forward. We must change this.

Finally, I truly believe that each of us must find meaning in our work. The best work happens when you know that it’s not just work, but something that will improve other people’s lives. This is the opportunity that drives each of us at this company.

Many companies aspire to change the world. But very few have all the elements required: talent, resources, and perseverance. Microsoft has proven that it has all three in abundance. And as the new CEO, I can’t ask for a better foundation.

Let’s build on this foundation together.

Satya

## Glossary

<b>Humbling</b>	To feel courteously respectful.
<b>Empower</b>	Make someone stronger and more confident
<b>Innovation</b>	The process of devising new ideas, products, methods, etc.
<b>Cloud</b>	A kind of internet-based computing which enables multiple companies to share processing facilities and data over the internet, rather than developing and hosting these facilities in-house.
<b>Hyperbolic</b>	Deliberately exaggerated
<b>Ubiquitous</b>	Found everywhere
<b>Ambient</b>	In one's immediate surroundings
<b>Intermediate</b>	Act as a medium or go-between
<b>Insights</b>	An accurate and deep understanding
<b>Big data</b>	Very large sets of data which can be analyzed to reveal patterns, trends and associations in human behavior
<b>Aspire</b>	Aim to achieve something
<b>Perseverance</b>	Persistence in achieving a goal despite difficulties

## Post-reading Tasks

**Exercise 1A:** Answer the following questions in about 50 to 60 words each.

1. Why did Nadella choose to work at Microsoft?

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2. What inspires Nadella?

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3. In which direction is technology evolving, according to Nadella?

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4. What are the three factors that Nadella lists as his formative influences?

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5. What help employees find meaning in their work?

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6. What are the elements of greatness a company must possess, in order to achieve greatness?

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**Exercise 1B: Choose the appropriate answers from the given options.**

1. What inspires Satya Nadella to be with Microsoft even today?
  - a. **Because he knows that there is no better company to join to make a difference.**
  - b. Because Microsoft conducts family support programs.
  - c. Because employees at Microsoft can balance their work-life.
  - d. Because Microsoft supports not only the employee, but also his/her family.
2. What are the three elements that Microsoft has in abundance?
  - a. unity, equality and eligibility
  - b. talents, resources and perseverance
  - c. products, benefits and identities
  - d. technology, ideas and etiquettes
3. Who was the new chairman of the board when Satya Nadella joined as CEO?
  - a. John Thompson
  - b. Steve Ballmer
  - c. Bill Gates
  - d. Amy Hood
4. Which year could be of the following when Satya Nadella joined as an employee of Microsoft?
  - a. 1991
  - b. 1992
  - c. 1993
  - d. 1994
5. The synonym of the word 'paraphrase' is \_\_\_\_\_.
  - a. restate
  - b. copy
  - c. modify
  - d. guide



## Reading to Identify Facts and Opinions

In order to read effectively, readers must be able to identify and comprehend which statements are fact, and which are opinion. This is an essential part of understanding the meaning of the passage, whether it is read as part of an assignment in college or in the workplace. Knowing the difference between fact and opinion may be even more important when the purpose of reading is for news or entertainment.

**Facts:** Statements that can be verified. They can be proven true or false. Statements of fact are objective -- they contain information but do not tell what the writer thinks or believes about the topic.

**Example:** My car payment is Rs. 20000 per month.

### Questions to Identify Facts:

1. Can the statement be proved or demonstrated to be true?
2. Can the statement be observed in practice or operation? Can you see it happen?
3. Can the statement be verified by witnesses, manuscripts, or documents?

**Opinions:** Statements that express a writer's feelings, attitudes, or beliefs. They are neither true nor false. They are one person's view about a topic or issue.

**Example:** My car payments are too expensive.

### Types of Opinions:

1. Positions on controversial issues
2. Predictions about things in the future
3. Evaluations of people, places, and things

### Words to Identify Opinions:

1. Biased Words (bad, worse, worst, good, better, best, worthwhile, worthless, etc.)
2. Qualifiers (all, always, likely, never, might, seem, possibly, probably, should, etc.)

**Informed Opinions:** The opinions of experts are known as informed opinions. As experts in their field, they may make observations and offer comments that are not strictly factual. Instead, they are based on years of study, research, and experience.

**Example:** Chimps are in massive danger of extinction from dwindling habitats.  
(Jane Goodall, primate expert and ethologist)

### Questions to Identify Informed Speakers:

1. Does the speaker have a current and relevant background to the topic under discussion?
2. Is the speaker generally respected within the field?
3. Does the speaker carefully signal, via judgment words, to identify when they are presenting opinions vs. facts?

## Why Are Fact and Opinion So Important?

The ability to distinguish between fact and opinion helps students develop their critical and analytical skills in both their reading and their listening. Fact and opinion are often woven together in texts and speeches. It is, therefore, imperative that students can unravel the threads of what is true from what is mere belief if they are to successfully navigate the deluge of media they will encounter in their lifetimes.

Whether on the news, in advertising, or in a history book, distinguishing between what is fact and what is opinion is crucial to becoming an autonomous person with the critical abilities necessary to avoid being manipulated easily.

## The language of Fact and Opinion: Signal words and Phrases

As we mentioned above, writers will liven up their facts with a sprinkling of opinions. Unfortunately, it can sometimes be challenging to extract the verifiable truths from the author's preferences and biases. Luckily the language used itself often throws up helpful clues in the forms of words and phrases that assist us in identifying statements as fact-based or opinion-based.

Let's now take a look at some examples of those signal words and phrases being used in the sentence fragments that often precede a statement of fact or opinion:

<i><b>FACT</b></i>	<i><b>OPINION</b></i>
<ul style="list-style-type: none"><li>• The annual report <i>confirms</i>...</li><li>• Scientists have recently <i>discovered</i>...</li><li>• <i>According to</i> the results of the tests...</li><li>• The investigation <i>demonstrated</i>...</li></ul>	<ul style="list-style-type: none"><li>• He <i>claimed</i> that...</li><li>• It is the officer's <i>view</i> that...</li><li>• The report <i>argues</i> that...</li><li>• Many scientists <i>suspect</i> that...</li></ul>

As we can see from the above examples, the language used to introduce fact and opinion statements can help indicate whether it is being framed as a fact or an opinion.

Students must understand that things are not always as they appear to be. At times, writers, whether consciously or not, will frame opinion as fact and vice versa. This is why it is vital that students develop a clear understanding of what constitutes fact and opinion and are afforded ample opportunities to practice distinguishing between the two.

## What is Context?

Context is the circumstances surrounding an event, statement, or idea and in terms of which it can be fully understood. Facts and opinions must be placed in context to draw conclusions.

For example, a young boy who tells his mother, "I ate a truckload of sweets at the party last night" needs to be placed in the context of his age and audience.

We can confidently infer he never actually ate a real truckload of sweets, but we can reasonably appreciate he ate a lot of them and wanted to emphasise that point.

His mother might ask a clarifying question to turn that opinion into a hard fact.

**Exercise 2A: Identify if the following statements are Facts or Opinions**

1. Alligators provide no physical care for their young. \_\_\_\_\_
2. Humans should be concerned about the use of pesticides that kill insects at the bottom of the food chain. \_\_\_\_\_
3. There are 28 more humans living on the Earth now than there were 10 seconds ago. \_\_\_\_\_
4. We must bear greater responsibility for the environment than our ancestors did. \_\_\_\_\_
5. Nuclear power is the only viable solution to our dwindling natural resources. \_\_\_\_\_

**Exercise 2B: Underline or circle the bias or qualifying words in the following statements**

1. Purchasing a brand-new car is a terrible waste of money.
2. Many wonderful vegetarian cookbooks are available in bookstores.
3. Of all the film version of Victor Hugo's novel Les Miserables, the 1935 version starring Charles Laughton is the best.
4. The introductory biology textbook comes with an amazing CD-ROM.
5. Volunteers for Habitat for Humanity are engaged in a worthwhile activity.

**Exercise 2C: Distinguish between Fact and Opinion in the following Paragraph**

[1] Flowering plants that are native to the South include purple coneflower and rose verbena. [2] In the view of many longtime gardeners, these two plants are an essential part of the Southern landscape. [3] Trees that are native to the South include a variety of oaks, as well as flowering dogwoods and redbuds. [4] Dogwoods are especially lovely, with their white, pink, or coral blossoms announcing the arrival of spring. [5] For fall color, the deep red of the Virginia willow makes a spectacular show in the native Southern Garden.

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

**Activity 1: The Fact and Opinion Chart**

This simple chart consists of two columns helpfully labelled fact and opinion beneath a topic heading. Students work their way through a piece of text, sorting statements as they come across them into the appropriate column on the graphic organizer. At the end of this task, they will be left with a clear segregation of the statements of the text according to whether they are objective facts or subjective opinions.

FACT	OPINION

### Activity 2: Evaluate an Editorial

Newspaper editorials can be a superb resource for students to practice recognizing facts and opinions. They are filled with the editor's opinions on the issues of the day, intermingled with facts that are selected to support that opinion.

First, give students copies of a newspaper editorial. Then, working in pairs, have students go through the editorial identifying the facts by underlining them and the opinions by highlighting them. Remind them to look for the signal words we covered earlier to help identify facts and opinions.

When they have finished, students can compare their answers and discuss the reasons for their decisions. This will help to identify any areas of confusion within the class, providing you with valuable data to inform your future planning on this topic.

### Tips to help at home!

- Challenge yourself to name a fact and opinion about different objects.
- Watch television commercials and write a list of facts and opinions about the product.
- Do a fact/opinion acrostic. Write a name down the side of a piece of paper. Decide if the acrostic is going to be fact or opinion based. Then write phrases for each letter of the word.
- Read a newspaper article and highlight Facts/Opinions using different colors.

## Writing

### E-Mails

Electronic mail is primarily known as e-mail, a method of communication where an individual or a company uses a computer or some other electronic device to compose and send a message to another individual or a group of individuals. Emails are easily accessible

anytime and anywhere in the world. Audio and video clips easily fit into this format and can be sent as an attachment or within the message.

Before you write an e-mail, you need to follow certain guidelines:

- ✓ Use the 'To' line for the recipient's e-mail id. If there is more than one, the addresses can be separated by semicolons (;). The email id of the sender will appear automatically in the recipient's copy.
- ✓ Use the 'CC' (Carbon Copy) line to send copies of your mail to others whom you want to keep informed.
- ✓ Use the 'BCC' (Blind Carbon Copy) line for people who want to keep their privacy.
- ✓ Do not skip the 'Subject' line. It must give clear idea of content of your message.
- ✓ Send files that you want to go with your message as attachments.
- ✓ Be ready for problems when sending attachments. Sometimes, attachment can take long time to download.
- ✓ While drafting an official e-mail, we must use formal language and tone must be courteous
- ✓ Do not risk writing anything highly confidential such as ATM password or credit card number

### **Etiquettes to write E-mails**

There are some key etiquettes to be followed when writing and email:

- ✓ Be sure to include a meaningful subject line; this helps clarify what your message is about and may also help the recipient prioritize reading your email.
- ✓ Just like a written letter, be sure to open your email with a greeting like Dear Dr. Jones, or Ms. Smith
- ✓ Use standard spelling, punctuation, and capitalization. THERE'S NOTHING WORSE THAN AN EMAIL SCREAMING A MESSAGE IN ALL CAPS. Do not use text abbreviations (like *u* instead of *you*, for example).
- ✓ Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don't write unnecessarily long emails or otherwise waste the recipient's time
- ✓ Be friendly and cordial, but don't try to joke around (jokes and witty remarks may be inappropriate and, more commonly, may not come off appropriately in email)
- ✓ Make sure to include a signature block that contains the necessary information for someone to reach you should a reply be necessary and/or expected; typical closings include a sign off phrase (e.g., best, thanks, sincerely) and the sender's name. Additional information may be included when appropriate (e.g., department, office location, position, etc.).

**Source:** [https://owl.purdue.edu/owl/general\\_writing/academic\\_writing/email\\_etiquette.html](https://owl.purdue.edu/owl/general_writing/academic_writing/email_etiquette.html)

### **Sample E-mail**

From: [robert.fernandech@gmail.com](mailto:robert.fernandech@gmail.com)

Date: 22.09.2022 Thursday 14:12:14

TO: [harish.malhotra@ymail.com](mailto:harish.malhotra@ymail.com)

Cc:

Bcc:

Subject: Reminder

Dear Sir/Madam,

You should know that I am no longer responsible for retail orders as mentioned in our internal circulars. Susan has taken this responsibility and it would be better if you contact him in future regarding purchases and orders.

I shall be happy if you personally take note of this and bring the same to the notice of your staff.

Yours Sincerely,

Dinesh Gupta

### **Exercise 3**

You are Santosh and you need to go to Malaysia for a project related to the department of Computer Science in order to observe how crime rates are predicted using data mining algorithm in Malaysia. Send an email to the department of Computer Science, University of Malaya to find out the visiting dates and request for their permission while writing an email to the head of Malaysia foreign university affairs. You are going to send the email on [istiqlal225@hotmail.com](mailto:istiqlal225@hotmail.com).

### **DESCRIBING OBJECTS**

Describing an object is a motivating activity to enhance language skills. It requires creativity in thinking and writing. Before writing a description, observe the picture carefully and identify different visible features. Description is all about describing the features observed.

**Describing objects consists of 5 parts as follows:**

- 1. Function/ Use**
- 2. Components/ Parts**
- 3. Characteristics**
  - material

- shape/ figure
- dimensions
- property
- color

#### 4. Position

#### 5. Connection between parts

##### ➤ Function/Use

E.g.: A drum is used for making music.

A drum is used to make music.

##### ➤ Components/ Parts

E.g.: A hammer consists of a handle and a head.

A hammer has **two parts**: a handle and a head.

**two Sections**: one is a handle, the other is a head.

**two Components**: one is a handle, the other is a head.

##### ➤ Characteristics

##### - Material

E.g.: A chair is made of wood. Bread is made from wheat.

This kind of car is made by a big company in Japan.

#### Nouns and Adjectives to describe shapes/figures of an object:

Noun	Adjective
Square	square
rectangle	rectangular
triangle	triangular
ellipse	elliptical
semicircle	semicircular
circle	circular
cube	cubic
pyramid	pyramidal
Cone	conical
hemisphere	hemispherical
cylinder	cylindrical

##### - Dimensions

Length, width, height, depth, thickness etc.

E.g.: The height of this building is 250 meters.

### Nouns and Adjectives to describe dimensions of an object:

Adjective	Noun
long	length
high	height
wide	width
broad	breadth
deep	depth

#### - Property

Property is a special quality that belongs to the object.

E.g.: The interior of a ping-pong ball is hollow.

This book is thick.

The glass bottle is fragile.

The edge of a table is straight.

The sides of a car are flat.

The middle of a bottle is curved.

#### - Colour

Black, white, green, etc.

#### ➤ Position

If the objects to be described are complicated, consisting of many parts, or appearing in a set, positions must be given.

**E.g.:** inside, outside, at the top, on the left/ right, in the middle, to the right/ left (of), at the bottom, above, over, between, below, beside, at the end, behind, in front of, near, by, etc.

The engine is inside the scooter with a headlight at the top.

The spare wheel is at the back. There is a petrol cap under the seat.

A car has four headlights at the front.

At the top of the engine is the radiator and at the top is an oil cap.

#### ➤ Connection between Parts

Connection is a relationship between two or more things. If the object has more than one part, we have to describe them part by part with a connection between them.

Verbs that signal the connection are: attach, detach, join, connect, support, fix, lead, link, etc.



E.g.: The head of a hammer is fixed to the handle.

The wire leads from the switch to the bulb.

The wire links between the switch and the bulb.

The wheels of a car are connected by the axles.

### Sample Descriptions:

Describe a Kettle.



A kettle is a metal container which is used for boiling water. It consists of 4 main parts: a vessel, a lid, a spout, and a handle. The vessel is 7 inches high. It is hollow and spherical in shape. The base is flat and circular. It has a diameter of 6 inches. On the top of the vessel, there is a convex lid with a plastic knob in the middle. The lid is 5 inches in diameter. Above the lid is a curved handle which is covered with plastic at the middle part. At the side of the vessel is a conical spout for pouring water out of the vessel.

### Exercise 4: Describe the given object in your own sentences



## Grammar

### Active Voice and Passive Voice

There are two voices used in English:

The **active**:

*My wife chose the wallpaper.*

And the **passive**:

*The wallpaper was chosen by my wife.*

In the passive, the object of an active verb becomes the subject of the passive verb. Both sentences basically have the same meaning, but the focus is different. In the active voice, the focus is on the agent, i.e., my wife – she's responsible! In the passive voice, the focus is also on the subject, (i.e., the wallpaper, this time). But in the passive voice, the agent (or 'doer' of the action) is much less important, or doesn't appear, as in the following example:

**active**

*I painted the door last week.*

**passive**

*The door was painted last week. (no agent)*

Only transitive verbs (verbs followed by an object, such as *sell, take, buy, write*, etc.) are used in the passive. It is not possible to use verbs such as *happen, sleep, come* and *seem* (intransitive verbs) in the passive.

#### Form

*Auxiliary verb 'be' (as per table below) + past participle*

For both the active voice and the passive, the tense of the sentence always remains the same. In the passive voice the tense is indicated by the auxiliary verb 'be', and in the active voice, the tense is shown by the main verb.

TENSE	PASSIVE FORMATION
Present simple	is/are + past participle
Present continuous	is/are being + past participle
Present perfect	have/has been + past participle
Past Simple	was/were + past participle
Past continuous	was/were being + past participle
Past perfect	had been + past participle
Future Simple	will be + past participle
Future perfect	will have been + past participle

**Note:** Future continuous tense and Perfect continuous tenses are not normally used in the passive.

**Exercise 5A: For practice try changing the following from the active into the passive. One has been done for you.**

*A crocodile eats Henry* – **Henry is eaten by a crocodile.**

*A crocodile is eating Henry* –

*A crocodile has eaten Henry* –

*A crocodile ate Henry* –

*A crocodile was eating Henry* –

*A crocodile had eaten Henry* –

*A crocodile will eat Henry* –

*A crocodile will have eaten Henry* –

### **Usage**

The passive is most frequently used when it is **not known, not important, or we don't want to say, exactly who performs an action.**

E.g., Trespassers will be prosecuted. (It is not important to know who will prosecute you if you trespass.)

Last night a man was murdered. (It is not known who killed him.)

The passive may be used with a **by** phrase when the speaker or writer wants the listener or reader to know who performs the action.

E.g., Life on the Mississippi was written by Mark Twain. (In this example, Mark Twain is important to the meaning and the emphasis is on 'Life on the Mississippi'. Mark Twain wrote Life on the Mississippi **would convey the same** meaning but now the focus would be on Mark Twain.)

### **Typical student errors/mistakes**

- Leaving the verb 'to be' out of the sentence.
- Using the verb 'to be' in the wrong tense.
- Overuse of 'by'.

**Exercise 5B: Change the following active voice sentences into the passive voice. Only include the agent/doer if you think it is important or relevant to the meaning.**

1. Farmers grow rice in India.

**Ans:**

2. I will finish the report later.

**Ans:**

3. Scotland has never won the World cup.

**Ans:**

4. The American people elected George W. Bush.

**Ans:**

5. Agatha Christie wrote 'Murder on the Orient Express'.

**Ans:**

**Exercise 5C: Change the following passive voice sentences into the active voice.**

1. The windows have been cleaned by him.

**Ans:**

2. The money was stolen by her husband.

**Ans:**

3. The house will be painted by me next year.

**Ans:**

4. The treaty is being signed by the two kings.

**Ans:**

5. The Grand Canyon is visited by thousands of tourists every year.

**Ans:**

Vocabulary
Idioms and Phrases

Idioms and Phrases are a poetic part of the English language. A set expression of two or many words that mean something together, instead of the literal meanings of its words individually.

People use Idioms and phrases to make their language expressive and more poetic. They are used to express subtle meanings or intentions and also to convey the meaning of an expression or a word. Sometimes, Idioms and Phrases can be very useful in explaining the meaning compared to the literal word. They make the reader understand with a poetic touch to the writing.

"If natural language had been designed by a logician, Idioms would not exist."

(Philip Johnson-Laird, 1993).

**Most Commonly Used Idioms and phrases**

1. **A blessing in disguise** – A good thing that initially seemed bad

2. **A man of straw** – A weak person

3. **A piece of cake** – A task that can be accomplished very easily
4. **Adding insult to injury** – To make a bad situation even worse
5. **An iron hand** – A forceful manner of doing something
6. **Back and forth** – In a backward and forward motion
7. **Beat around the bush** – Avoid sharing your true viewpoint or feelings because it is uncomfortable
8. **Beating a dead horse** – Giving time or energy to something that is ended or over
9. **Best of both worlds** – The choice or solution has all of the advantages of two contrasting things at the same time
10. **Bits and pieces** – Small things of different types
11. **By the skin of your teeth** – Just barely making it
12. **Cats and dogs** – Heavy rain
13. **Cock and bull story** – An unbelievable tale
14. **Don't judge a book by its cover** – Not judging something by its initial appearance
15. **Doing something at the drop of a hat** – Doing something at the moment of being asked
16. **Don't count your chickens before they hatch** – Not to count on something happening until after it's already happened
17. **Decked up** – Put on special clothes to appear particularly appealing and attractive
18. **Devil's advocate** – To take the side of the counter-argument, or offer an alternative point of view
19. **Field day** – An enjoyable day or circumstance
20. **Feeling under the weather** – Not feeling well, or feeling sick
21. **Fit as a fiddle** – Being in good health
22. **Getting a taste of your own medicine** – Being treated the way that you have been treating others
23. **Getting a second wind** – Having energy again after being tired
24. **Give in** – Surrender
25. **Giving the benefit of the doubt** – Believing someone's story without proof even though it may seem unbelievable
26. **Giving someone the cold shoulder** – Ignoring someone
27. **Going on a wild goose chase** – Doing something that is pointless
28. **Heard it on the grapevine** – Hearing rumors about someone or something

29. **Heart and soul** – With full devotion
30. **Hither and thither** – Here and there
31. **Hitting the nail on the head** – Performing a task with exactness
32. **Killing two birds with one stone** – Accomplishing two different tasks in the same undertaking
33. **Know the ropes** – To understand the details
34. **Latin and Greek** – Unable to understand
35. **Letting someone off the hook** – Not holding someone responsible for something
36. **Letting the cat Out of the bag** – Sharing information that was intended to be a secret
37. **No pain, no gain** – You have to work hard in order to see results
38. **On the ball** – Doing a good job, being prompt, or being responsible
39. **Once in a blue moon** – Something that doesn't happen very often
40. **Piece of cake** – A task or job that is easy to complete
41. **Pulling someone's leg** – Joking with someone
42. **Put off** – An evasive reply to delay something, especially because you do not want to do it.
43. **Speak of the devil** – When the person you have just been talking about arrives
44. **Stealing someone's thunder** – Taking credit for someone else's achievements
45. **Straight from the horse's mouth** – Reading or hearing something from the source
46. **The last straw** – The last difficulty or annoyance that makes the entire situation unbearable
47. **The elephant in the room** – An issue, person, or problem that someone is trying to avoid
48. **Throwing caution to the wind** – Being reckless or taking a risk
49. **Your guess is as good as mine** – To not know something
50. **You can lead a horse to water, but you can't make him drink** – You can't force someone to make what is seemingly the right decision

**Exercise 6A: Write sentences on your own using the expressions given below. One example is given for each expression for your understanding.**

**1. Straight from the horse's mouth**

**Example:** That news came straight from the horse's mouth, so it's true.

**Your answer:**

## **2. Hit the nail on the head**

**Example:** The Parents hit the nail on the head when they said that there is some flaw in the school's discipline.

**Your answer:**

## **3. Nuts and bolts**

**Example:** The nuts and bolts of this language are actually pretty straightforward.

**Your answer:**

## **4. Get up on the wrong side of the bed**

**Example:** I guess our boss must have gotten up on the wrong side of the bed today.

**Your answer:**

## **5. Put off**

**Example:** I don't wish to see Mr. Brown now. Please put him off.

**Your answer:**

## **6. The elephant in the room**

**Example:** It was time to address the elephant in the room; so, David decided to speak up.

**Your answer:**

## **7. An iron hand**

**Example:** The teacher has an iron hand. If you break any rule at all, you get detention for a week.

## **8. Piece of cake**

**Example:** For him, taking these tests is a piece of cake.

**Your answer:**

## **9. Don't judge a book by its cover**

**Example:** This piece of art may look dull, but don't judge a book by its cover.

**Your answer:**

## **10. Cry over spilt milk**

**Example:** Please calm down, you're just crying over spilt milk.

**Your answer:**