The nail that sticks out gets hammered down

Why workplaces sometimes punish the people who **dare** to challenge the norm. There is a Japanese **proverb** that says, "**The nail that sticks out gets hammered down**."

It is a simple image, but it describes a powerful reality inside many workplaces. Organisations **often** say they want people who think differently. They put innovation, **courage** and challenging the **status quo** on their walls. Leaders ask employees to "speak up" and "bring new ideas to the table."

But what happens when someone actually does? Sometimes, the welcome is not quite as enthusiastic. The employee who questions an **established** process may be called difficult. The Head of the Department who challenges a senior leader may be **labelled** negative or not **aligning with** the company or people. The person who asks why something has always been done in a particular way may be told, "This is how we work here."

Slowly, people learn the lesson. Do not be the nail that sticks out. **Conformity rarely** arrives with an official policy. It develops quietly. People watch what happens to colleagues who disagree, challenge authority or raise uncomfortable questions. If those individuals are ignored, **isolated** or **passed over**, others notice. Some employees accept the situation and quietly continue working. But talented employees rarely remain silent for long. They **disengage**, quietly explore their options, and **eventually** take their talent-and sometimes valuable business knowledge-to the competition. Soon, silence becomes safer than honesty. And that is where organisations can lose something far more valuable than an occasional good idea: the **willingness** of people to think independently. Organisations need discipline, consistency and the ability to make decisions. Leaders cannot run businesses where every decision becomes an **endless debate**. A senior executive who says, "I disagree, and here is why," may be protecting the organisation from a decision that has not been **sufficiently examined**. An employee who asks a question that nobody else has asked may see a customer problem that senior people have become too **accustomed to** notice. A manager who says, "We have always done it this way, but perhaps we should reconsider," may be the person preventing yesterday's solution from becoming tomorrow's problem.

The **irony** is that organisations frequently discover the value of these people only after they leave. The person whose performance was **questioned** becomes an **admired** competitor. The employee whose ideas were dismissed develops them elsewhere. Perhaps the real leadership question is therefore not, "Why is this person **resisting**?" It is: "Why does this person feel the need to resist?" Sometimes the nail sticks out because it is badly **positioned**. But sometimes it sticks out because the structure- in fact, the leader around needs to change. Leaders have a responsibility to know the difference. The strongest organisations are not those where every nail is perfectly **aligned**. They are those where people can safely ask, "Why?" Because conformity can create order. But thoughtful **dissent** can create progress. And if every nail is hammered down, **eventually** nobody remains willing to tell the carpenter that the structure is being built in the wrong direction. **[Practice Exercise]**

- Red/blue coloring of words in the sentence indicates subject verb relationship; where 'red' denotes 'subject' and 'blue' denotes 'subject'.

Vocabulary

1. **Dare** (verb) - challenge, brave, defy, risk, hazard हिम्मत करना
2. **Proverb** (noun) - adage, maxim, saying, aphorism, dictum कहावत
3. **The nail that sticks out gets hammered down** (phrase) - people who stand out or challenge the norm are often punished or forced to conform जो अलग दिखता है, उसे दबा दिया जाता है
4. **Often** (adverb) - frequently, regularly, repeatedly, commonly, routinely अक्सर
5. **Courage** (noun) - bravery, valor, audacity, fearlessness, mettle साहस
6. **Status quo** (noun) - the existing state of affairs, particularly regarding social or political issues यथास्थिति
7. **Established** (adjective) - entrenched, ingrained, settled, recognized, accepted स्थापित
8. **Label** (verb) - brand, tag, categorize, classify, pigeonhole नाम देना
9. **Align with** (phrasal verb) - to agree with or support a person, group, or system के साथ तालमेल बिठाना
10. **Conformity** (noun) - compliance, obedience, submission, adherence, acquiescence अनुपालन
11. **Rarely** (adverb) - seldom, infrequently, hardly, scarcely, uncommonly शायद ही कभी
12. **Isolate** (verb) - segregate, alienate, seclude, detach, sequester अलग करना
13. **Pass over** (phrasal verb) - to ignore or overlook someone, especially for a promotion अनदेखा करना
14. **Disengage** (verb) - withdraw, detach, disconnect, extricate, separate अलग होना
15. **Eventually** (adverb) - ultimately, finally, subsequently, lastly, definitively अंततः
16. **Willingness** (noun) - readiness, inclination, eagerness, enthusiasm, consent इच्छा
17. **Endless** (adjective) - infinite, perpetual, continuous, unending, incessant अनंत
18. **Debate** (noun) - argument, discussion, dispute, deliberation, contention बहस
19. **Sufficiently** (adverb) - adequately, amply, satisfactorily, abundantly, appropriately पर्याप्त रूप से
20. **Examine** (verb) - scrutinize, inspect, analyze, investigate, probe जांचना
21. **Accustomed to** (phrase) - familiar with something so that it seems normal or usual का अभ्यस्त
22. **Irony** (noun) - paradox, incongruity, sarcasm, satire, mockery विडंबना
23. **Question** (verb) - interrogate, query, challenge, dispute, doubt सवाल करना
24. **Admire** (verb) - esteem, respect, revere, venerate, appreciate प्रशंसा करना
25. **Resist** (verb) - oppose, withstand, defy, combat, confront विरोध करना
26. **Position** (verb) - situate, place, locate, station, array रखना

27. **Align** (verb) - coordinate, synchronize, adjust, match, associate सीध में करना

28. **Dissent** (noun) - disagreement, opposition, objection, defiance, discord असहमति

Summary of the Editorial

1. **Japanese Proverb:** The Japanese proverb, “The nail that sticks out gets hammered down,” highlights how workplaces often discourage individuals who challenge traditional practices and established norms.
2. **Organisational Contradiction:** Many organisations claim to encourage innovation, courage and independent thinking, but their actual behaviour does not always support employees who express different opinions.
3. **Discouraging Different Opinions:** Employees who question established processes or challenge senior leaders may be labelled as difficult, negative or uncooperative.
4. **Pressure to Conform:** Employees gradually understand that disagreeing with authority can have negative consequences, encouraging them to follow existing practices rather than express independent views.
5. **Silent Development of Conformity:** Conformity rarely comes through official policies. Instead, it develops when employees observe colleagues being ignored, isolated or denied career opportunities for expressing disagreement.
6. **Loss of Employee Engagement:** Talented employees may gradually disengage from their organisations when their opinions and contributions are consistently undervalued.
7. **Loss of Valuable Talent:** Eventually, dissatisfied employees may leave for competitors, taking their professional skills, experience and valuable business knowledge with them.
8. **Silence Over Honesty:** When employees fear negative consequences for speaking openly, remaining silent becomes safer than expressing honest opinions.
9. **Importance of Constructive Disagreement:** Organisations need discipline and consistency, but employees who respectfully disagree can protect businesses from poorly considered decisions.
10. **Identifying Hidden Problems:** Employees who question existing practices may identify customer-related problems and operational weaknesses that senior management has overlooked.
11. **Need to Reconsider Traditional Practices:** Managers should regularly examine established procedures instead of blindly following the statement, "This is how we have always worked."
12. **Value Often Recognised Too Late:** Organisations sometimes realise the importance of talented employees only after they leave and become successful competitors or develop their ideas elsewhere.
13. **A Different Leadership Perspective:** Instead of asking why an employee is resisting, leaders should understand the reasons behind the disagreement and examine whether organisational practices need improvement.
14. **Leadership Responsibility:** Leaders must distinguish between unnecessary resistance and meaningful criticism. They should create an environment where employees can question decisions without fear of punishment.
15. **Overall Message:** Successful organisations are not those where everyone blindly follows instructions, but those where employees can safely express disagreement. While conformity maintains order, thoughtful dissent encourages innovation, improvement and long-term progress.

Practice Exercise: SSC Pattern Based

1. **Which statement best explains why the author concludes that the strongest organizations are "those where people can safely ask, 'Why?'" rather than those "where every nail is perfectly aligned"?** **[Editorial Page]**
   A. Because allowing every employee to challenge established processes eliminates the need for disciplined consistency and timely executive decision-making.
   B. Because organizations where every nail is aligned retain talented employees longer by protecting them from uncomfortable executive debates.
   C. Because asking why enables departmental heads to replace senior leaders whenever traditional customer service routines require minor adjustments.
   D. Because psychological safety for constructive questioning generates progress and prevents collective blind spots, whereas enforced uniformity breeds silent stagnation.
2. **What is implied by the observation that "conformity rarely arrives with an official policy. It develops quietly"?**
   A. Workplace self-censorship spreads organically through social observation of how dissenters are treated rather than through formal written prohibitions.
   B. Senior leaders eliminate written human resource rules so departmental heads can penalize dissenting staff without legal accountability.
   C. Employees ignore official innovation slogans on office walls because formal company policies require unanimous agreement before testing new ideas.
   D. Talented staff remain unaware of workplace conformity pressures until senior executives publicly reject their proposals during executive meetings.
3. **Identify the correct transformation of the sentence into passive voice without changing its meaning:**
   "Leaders ask employees to bring new ideas, and colleagues ignore or isolate individuals who raise uncomfortable questions."
   A. Employees have been asked by leaders to bring new ideas, and individuals who raise uncomfortable questions are ignored or isolated by colleagues.
   B. Employees are asked by leaders to bring new ideas, and individuals who raise uncomfortable questions are ignored or isolated by colleagues.
   C. Employees were asked by leaders to bring new ideas, and individuals who raise uncomfortable questions are ignored or isolated by colleagues.
   D. Employees are asked by leaders to bring new ideas, and individuals who raise uncomfortable questions were ignored or isolated by colleagues.
4. **Which phrase best captures the central subject of the passage?**
   A. Official human resource disciplinary policies governing departmental heads who challenge executive authority during meetings
   B. Competitive recruitment strategies used by rival firms to acquire proprietary business knowledge from disengaged staff
   C. Workplace conformity pressures, talent attrition, and the leadership value of psychological safety for thoughtful dissent
   D. Customer service auditing methods for identifying operational blind spots across established corporate departments
5. **The author's tone throughout the passage is best described as:**

A. Pragmatic and introspective
B. Didactic and cautionary
C. Analytical and prescriptive
D. Candid and exploratory

6. **In the following question, the passage is split into four parts and named A, B, C, and D. Rearrange these four parts to form a meaningful, logical, and coherent paragraph.**
   A. "A cup of tea, something sweet, getting my palm read by the palmist who humoured me about my state of affairs, and generally nowhere particularly urgent to be," she mentioned.
   B. "These days, I'd rather wander into a market, find something lovely for someone I care about, sit in the sunshine, look at an old building, eat something delicious and allow the day to unfold at its own pace," she shared on Instagram, adding that perhaps, that is the "luxury of an off day".
   C. A short while later, Aman found herself at the "ever so elegant" Rambagh Palace, surrounded by symmetry, fountains, clipped hedges, strutting peacocks and flowers arranged with military precision.
   D. Aman revealed that over time, she has become much less interested in ticking off a list when she travels.

   A. D-B-C-A
   B. C-A-D-B
   C. C-D-A-B
   D. A-C-D-B

7. **Find the part of the sentence that contains an error**
   The professor recommended that each of the selected candidates submit their thesis proposal by next Friday failing which the slot would be offered to waitlisted scholars. No error
   A. The professor recommended that each of the selected candidates
   B. submit their thesis proposal by next Friday
   C. failing which the slot would be offered to waitlisted scholars.
   D. No error

8. **Improve the sentence using the correct phrasal verb of the underlined words.**
   We must <u>bring out</u> a solution to this problem quickly.
   A. bring up
   B. bring over
   C. bring about
   D. bring out

9. **Change the following from active to passive**
   Did they approve your application?
   A. Is your application approved by them?
   B. Was your application approved by them?
   C. Has your application been approved by them?
   D. Had your application been approved by them?

10. **Fill in the blank with the correctly spelt word.**
    The ritual had a distinctly _____ feel to it.
    A. hieratick

B. hieretical
A. hieratic
B. hiearatic

11. **A sentence is provided in direct speech. From the four given options, choose the one that most accurately conveys the sentence in its corresponding indirect speech.**
She said, "I hope he will arrive on time."
A. She hoped he would arrive on time.
B. She said that I hope he will arrive on time.
C. She said that she hoped he arrived on time.
D. She said that she hoped he will arrive on time.

12. **Which of the following options is NOT one of the meanings of the homonym 'impertinent'?**
A. Irrelevant or not related to the matter at hand
B. Inappropriate in a given context
C. Rude or disrespectful, especially towards someone older or in authority
D. Very eager or passionate about a subject

13. **Select the most appropriate antonym of the given word.**
Sententious
A. Moralistic
B. Terse
C. Concise
D. Unpretentious

14. **Which of the following is a one-word substitution for a life-sized model of the human body used to display clothes?**
A. Mannequin
B. Sculptor
C. Tailor
D. Designer

15. **Choose the correct idiom for the word highlighted in bold.**
"The voters know very little about Mr. Singh, but he's a **dark horse** and I think he'll win the election."
A. A dishonest candidate who hides the truth
B. A person who is not expected to succeed but ends up doing well
C. A candidate who is very experienced and well-known
D. A person who refuses to take part in the competition

16. **Fill in the blank with the correctly spelt word.**
You must always _____ your luggage before the flight.
A. recieve
B. receive
C. receeve
D. receve

17. **Select the most appropriate antonym of the given word.**
Jejune
A. Insipid
B. Bland

C. Dull
D. Interesting

18. **Select the alternative that can be used as a one-word substitute for the highlighted group of words.**

The pilot steered the jet toward **a place to park aeroplanes** safely.

A. Harbour
B. Garage
C. Hangar
D. Runway

19. **Select the most appropriate option to fill in the blank.**

David decided to _____ his old boat to get a new one.

A. ceil
B. sale
C. sell
D. cell

20. **In the following question, the first and the last sentences of the passage are numbered S1 and S6. The rest of the passage is split into four parts and numbered 1, 2, 3, and 4. Rearrange these four parts to form a meaningful, logical, and coherent passage.**

S1. A simple bowl of water can become an important resource for birds, particularly in urban areas where natural water sources may be limited.

1. This can quickly deplete their internal water reserves, making dehydration a serious risk in hot weather.

2. According to Jasmit Singh Arora, popularly known as the 'Gutliman of India', water helps birds stay hydrated and also supports their ability to regulate body temperature.

3. Drinking water helps replenish these fluids and can prevent heat stress.

4. "Birds lack sweat glands, so they cool themselves by panting and evaporating moisture from their respiratory tracts," Arora explains.

S6. A water bowl also gives birds an opportunity to bathe.

A. 4-2-1-3
B. 2-1-4-3
C. 2-4-1-3
D. 1-2-4-3

Comprehension

In the following question, a sentence with a blank is given, followed by five words labeled (1), (2), (3), (4), and (5). Choose the word that fills the blank appropriately in the context of the passage.

Last month, during London's Frieze week, Indian designer Vikram Goyal (1)___ two rooms at 7 Grafton Street into Wings & Tales, a fantastical interpretation of the Ramayana. The Georgian townhouse in Mayfair saw monkeys carrying flags and firecrackers and crocodiles emerging from embroidered brocades.

Weeks later, at a dinner in the city, I found myself in conversation with someone from a magazine who was still talking about the salon-style exhibition. It was telling. During a week when Frieze and PAD London increasingly double as social circuits, Goyal (2)___ something

different: time to sit, absorb and understand the stories behind the objects. The choice of a townhouse felt especially fitting for this intimate (3) proposition. As art consultant Tahira Chawla, who attended the exhibition, observed, fairs rarely (4)___ visitors to fully appreciate the craftsmanship or the making of a piece.

Goyal's approach comes amid a growing international presence for Indian creatives, from designer Ashiesh Shah's copper-led Taamr exhibition at Ladbroke Hall to Gaurav Gupta's theatrical couture presentation at Harrods. Rahul Mishra, too, explored craftsmanship and heritage in conversation with actor Priyanka Chopra Jonas at a London event last year. Yet Goyal made dialogue the very (5) premise of his showcase. Ruth Ganesh, principal trustee of Elephant Family, the U.K.-based NGO dedicated to protecting Asian elephants, put it rather beautifully: "It felt like being welcomed into a home rather than a showroom. The salon setting meant you encountered Vikram's work up close with time to linger." She added that having conversation at its heart gave the work "a context and depth you rarely find at an opening". Perhaps this is where the next chapter of Indian design abroad lies: not simply in presenting beautiful objects, but in inviting audiences into the cultural worlds that created them.

21. **Choose correct tense. (1)**
   A. has transformed
   B. will transform
   C. transforms
   D. transformed
22. **Choose correct verb form. (2)**
   A. will offer
   B. had offer
   C. had offered
   D. has offered
23. **The word 'proposition' most nearly means: (3)**
   A. Offer or idea put forward
   B. Formal refusal
   C. Romantic advance
   D. Logical statement to be proved
24. **Choose correct verb form. (4)**
   A. allowing
   B. allow
   C. had allowed
   D. allows
25. **The word 'premise' most nearly means: (5)**
   A. Foundation or basic idea
   B. Afterthought
   C. Building and its grounds
   D. Promise or guarantee

Answers

1. D	2. A	3. B	4. C	5. B	6. B	7. B	8. C	9. B	10. C
11. A	12. D	13. D	14. A	15. B	16. B	17. D	18. C	19. C	20. C
21. D	22. C	23. A	24. B	25. A				[Practice Exercise]	

Explanations

1. D) Because psychological safety for constructive questioning generates progress and prevents collective blind spots, whereas enforced uniformity breeds silent stagnation.

   passage: “The strongest organisations are not those where every nail is perfectly aligned. They are those where people can safely ask, ‘Why?’ Because conformity can create order. But thoughtful dissent can create progress. And if every nail is hammered down, eventually nobody remains willing to tell the carpenter that the structure is being built in the wrong direction.”----The author says conformity gives order, but only dissent gives progress. If everyone is silenced, nobody warns leaders when they are heading in the wrong direction (the carpenter building wrongly). Employees also learn that silence is safer than honesty, so independent thinking dies. So safe questioning protects the organisation from blind spots and stagnation. Option D says exactly this, so it is correct.

   - Option A Incorrect. The option says allowing challenges removes the need for discipline and quick decisions, but the passage says the opposite: “Organisations need discipline, consistency and the ability to make decisions,” and leaders cannot run businesses where every decision becomes an endless debate.
   - Option B: Incorrect. The option says aligned organisations keep talent longer, but the passage says talented employees who face conformity “disengage, quietly explore their options, and eventually take their talent... to the competition.” Conformity makes people leave.
   - Option C: Incorrect. The option says asking why lets department heads replace senior leaders over minor adjustments, but the passage never says this. It says a senior executive’s “I disagree, and here is why” may protect the organisation from an unexamined decision, not that challengers should replace leaders.

2. A) Workplace self-censorship spreads organically through social observation of how dissenters are treated rather than through formal written prohibitions.

   passage: “Conformity rarely arrives with an official policy. It develops quietly. People watch what happens to colleagues who disagree, challenge authority or raise uncomfortable questions. If those individuals are ignored, isolated or passed over, others notice.”----The passage says there is no written rule telling people to stay silent. Instead, employees watch what happens to colleagues who disagree. If those colleagues are ignored, isolated or passed over, everyone learns to keep quiet. So conformity grows slowly through observation and not through a formal policy. Option A says exactly this, so it is correct.

   - Option B: Incorrect The option says senior leaders remove written HR rules so heads can punish dissenters without accountability, but the passage says conformity “develops quietly” through what people observe. It never says leaders remove rules, hence incorrect.

- Option C: Incorrect. The option says employees ignore innovation slogans because company policies require unanimous agreement before new ideas are tested, but the passage says conformity arrives without an “official policy,” and it never mentions any unanimity rule, hence incorrect.
- Option D: Incorrect. The option says talented staff stay unaware of conformity pressures until executives publicly reject their proposals, but the passage says people notice what happens to others who disagree and quietly learn the lesson in advance, so they are aware beforehand, hence incorrect.

3. B) Employees are asked by leaders to bring new ideas, and individuals who raise uncomfortable questions are ignored or isolated by colleagues.

   The original sentence is in the simple present tense ("ask", "ignore or isolate"). Passive voice requires keeping the exact same tense using the structure am/is/are + past participle.

   First Clause: "Leaders ask employees..." correctly changes to "Employees are asked by leaders...".

   Second Clause: "...colleagues ignore or isolate individuals..." correctly changes to "...individuals who raise uncomfortable questions are ignored or isolated by colleagues."

   - Option A is incorrect because the first clause becomes “have been asked”, which is the present perfect passive. The original is simple present (“ask”), so the tense has changed, even though the second clause is correct.
   - Option C is incorrect because the first clause becomes “were asked”, which is the simple past passive. The original is simple present, so the tense has changed, even though the second clause is correct.
   - Option D is incorrect because the first clause is correct (“are asked”), but the second clause becomes “were ignored or isolated”, which is the simple past passive. The original is simple present (“ignore or isolate”), so the tense of the second clause has changed, and the two clauses no longer match in time.

4. C) Workplace conformity pressures, talent attrition, and the leadership value of psychological safety for thoughtful dissent

   Passage: “The strongest organisations are not those where every nail is perfectly aligned. They are those where people can safely ask, ‘Why?’”-----The passage covers three linked ideas. Workplaces quietly push people to conform (“the nail that sticks out gets hammered down”). Talented people then go silent or leave. The author says leaders should make it safe for people to disagree, because thoughtful dissent creates progress. This option covers all of these points, so it is the central subject.

   - Option A: Incorrect. Passage: “Conformity rarely arrives with an official policy. It develops quietly.” ---The passage says conformity grows quietly, without any official policy. So it is not about formal HR disciplinary rules. A Head of Department is only one example the author gives.
   - Option B: Incorrect. Passage: “...they disengage, quietly explore their options, and eventually take their talent-and sometimes valuable business knowledge-to the competition.”----Rival firms are mentioned only as a result of talented people leaving.

The passage does not talk about how competitors recruit. This option picks a small detail as the main subject.

- Option D: Incorrect. Passage: “An employee who asks a question that nobody else has asked may see a customer problem that senior people have become too accustomed to notice.”----The customer problem is only one example of what a questioning employee may notice. The passage does not talk about auditing methods. This option is too narrow.

5. B) Didactic and cautionary

Option A: Pragmatic and introspective. Incorrect. Passage: “Organisations need discipline, consistency and the ability to make decisions.”----The author does show some practical balance here. But “introspective” means looking inward at one’s own thoughts and feelings. The author never reflects on himself. He speaks to leaders and teaches them. So this option does not fit.

- Option B: Didactic and cautionary. Correct. Passage: “Leaders have a responsibility to know the difference.”----“Didactic” means teaching or giving a lesson. The author uses the nail proverb and clear examples to teach leaders what they should understand. He also gives clear lessons, such as asking “Why does this person feel the need to resist?” “Cautionary” means warning about a danger. He warns that if every nail is hammered down, “nobody remains willing to tell the carpenter that the structure is being built in the wrong direction.” He also warns that talented people will leave and silence will become safer than honesty. So this option fits best.
- Option C: Analytical and prescriptive. Incorrect. Passage: “Slowly, people learn the lesson. Do not be the nail that sticks out.”----The author does explain how conformity grows. But the passage has no data, numbers or step-by-step breakdown, so it is not strongly analytical. It also gives no clear list of actions or fixes, which is what “prescriptive” means. It teaches and warns more than it prescribes.
- Option D: Candid and exploratory. Incorrect. Passage: “Perhaps the real leadership question is therefore not, ‘Why is this person resisting?’”----The author is honest about how workplaces behave. But “exploratory” means openly searching without a fixed view. The author has a firm view: thoughtful dissent creates progress. So he is not exploring.

6. Correct Answer: B. C-A-D-B

- Sentence C पूरे परिच्छेद का independent opening sentence है। यह मुख्य पात्र Aman और स्थान Rambagh Palace का परिचय देता है, जहाँ वह फव्वारों, तराशी हुई झाड़ियों, नाचते मोरों और सलीके से सजे फूलों के बीच खुद को पाती है।
- Sentence A Sentence C के तुरंत बाद आएगा और C-A का सीधा setting-to-activity link बनाएगा। Rambagh Palace के शांत माहौल के परिचय के बाद Sentence A "she mentioned" के माध्यम से वहाँ बिताए गए उसके सुकून भरे पलों—एक कप चाय, कुछ मीठा, हस्तरेखा देखने वाले से हाथ दिखाना और कहीं जाने की कोई जल्दी न होना—का विवरण देता है।
- Sentence D Sentence A को follow करेगा और A-D का specific-experience-to-general-philosophy transition बनाएगा। महल में बिताए गए आरामदायक समय के बाद Sentence D

अमन के यात्रा दृष्टिकोण में आए व्यापक बदलाव को प्रस्तुत करता है कि समय के साथ यात्रा करते समय सूची के काम निपटाने (ticking off a list) में उसकी रुचि बहुत कम हो गई है।

- Sentence B Sentence D के बाद आकर क्रम को पूर्ण करेगा (D-B)। सूचीबद्ध यात्रा में कम रुचि होने की बात कहने के बाद Sentence B "These days, I'd rather..." के माध्यम से उसके इंस्टाग्राम पोस्ट के उद्धरण से स्पष्ट करता है कि वह अब अपनी गति से दिन को बीतने देने और इसे "luxury of an off day" मानने को प्राथमिकता देती है, जिससे पूरा परिच्छेद तार्किक रूप से समाप्त होता है।

English Explanation:

Sentence C serves as the standalone opening topic sentence, introducing Aman arriving at the elegant Rambagh Palace amidst fountains, clipped hedges, peacocks, and neatly arranged flowers.

Sentence A directly follows Sentence C (C-A), detailing what she did at the palace—enjoying tea, something sweet, having her palm read, and having nowhere urgent to be.

Sentence D follows Sentence A (A-D), transitioning from that specific unhurried afternoon to Aman's broader travel philosophy, revealing that over time she has grown far less interested in ticking items off a travel checklist.

Sentence B concludes the sequence (D-B), elaborating directly on Sentence D via her Instagram quote ("These days, I'd rather...") to illustrate how she now prefers wandering markets, enjoying good food, and letting the day unfold at its own pace—calling it the "luxury of an off day".

7. B) 'submit their thesis proposal' में 'their' गलत है क्योंकि "each of the selected candidates" में 'each' Singular है, इसलिए उसके अनुसार Pronoun 'his or her' आना चाहिए। "recommended that ... submit" में Subjunctive 'submit' (V1) सही है, और "failing which" भी सही है।
    - 'Their' in "submit their thesis proposal" is incorrect because 'each' in "each of the selected candidates" is singular, so the pronoun should be 'his or her'. The subjunctive 'submit' (V1) after "recommended that" is correct, and "failing which" is also correct.
8. C) 'bring about' का प्रयोग होगा क्योंकि "bring about a solution" का अर्थ है किसी समाधान को संभव बनाना या लाना। जबकि bring out (प्रकाशित करना या सामने लाना), bring up (उठाना या पालना) और bring over (किसी जगह लाना) का अर्थ यहाँ सही नहीं है।
    - 'Bring about' should be used because "bring about a solution" means to cause a solution to happen. Whereas, 'bring out' means to publish or reveal, 'bring up' means to raise or rear and 'bring over' means to bring to a place, which do not fit.
9. B) Was your application approved by them?

    Active से Passive Voice में बदलने के लिए, Active वाक्य का Object Passive वाक्य का Subject बन जाता है। Verb को Active से Passive में बदलते समय सही Tense का use किया जाता है। Active

वाक्य में "they" Subject है, "did approve" Verb (Past Simple) है और "your application" Object है। Passive में बदलने पर Object "your application" Subject बन गया है, Verb को "was approved" (Past Simple Passive) में बदला गया है और "by them" का प्रयोग Agent के रूप में किया गया है। प्रश्न होने के कारण "Was" Subject से पहले आया है।

To change a sentence from Active to Passive Voice, the object of the active sentence becomes the subject of the passive sentence. The verb is transformed from the active form to the passive form, ensuring correct tense usage. In this case, "they" (Subject), "did approve" (Verb in Past Simple), and "your application" (Object) from the active voice have been transformed into "your application" (Subject), "was approved" (Past Simple Passive), and "by them" as the agent. As it is a question, "Was" comes before the subject.

10. C) The correct spelling is 'hieratic', which means "relating to priests or priestly ritual". पुरोहित संबंधी

11. A) She hoped he would arrive on time.

Direct से Indirect Speech में बदलने के लिए, Reporting Verb के Tense के अनुसार Reported Speech का Tense बदला जाता है। यहाँ Reporting Verb "said" Past Tense में है, इसलिए "hope" बदलकर "hoped" और "will arrive" बदलकर "would arrive" हो गया है। Pronoun "I" बदलकर "she" हो गया है और "said that ... hoped" को सरल रूप में "hoped" से व्यक्त किया गया है।

To change a sentence from Direct to Indirect Speech, the tense of the reported speech changes according to the tense of the reporting verb. In this case, the reporting verb "said" is in the Past Tense, so "hope" changes to "hoped" and "will arrive" changes to "would arrive". The pronoun "I" changes to "she", and "said that ... hoped" is expressed simply as "hoped".

12. D) Very eager or passionate about a subject

वाक्य में 'impertinent' के अर्थ हैं — अप्रासंगिक (irrelevant), किसी संदर्भ में अनुपयुक्त (inappropriate) और बड़ों या अधिकारियों के प्रति धृष्ट या बेअदब (rude)।

"किसी विषय के प्रति बहुत उत्सुक या जोशीला" इसका अर्थ नहीं है, इसलिए यही सही उत्तर है।

- The word 'impertinent' means irrelevant, inappropriate in a given context, and rude or disrespectful towards someone older or in authority.
- Being very eager or passionate about a subject is not its meaning.
- Therefore, the most appropriate answer is 4) Very eager or passionate about a subject.

13. D) Sententious (adjective) – Given to moralising in a pompous way. (उपदेश झाड़ने वाला, आडंबरपूर्ण)

- Antonym: Unpretentious (adjective) – Modest, simple, not showy. (सरल, दिखावारहित)
- Moralistic (adjective) – Preachy, lecturing about morals. (नैतिकता का उपदेश देने वाला)

- Terse (adjective) – Brief, curt. (संक्षिप्त)
- Concise (adjective) – Short and clear. (संक्षिप्त और स्पष्ट)

14. A) Mannequin (noun) – A life-sized model of the human body used to display clothes. पुतला
    - Sculptor (noun) – An artist who carves or models figures. मूर्तिकार
    - Tailor (noun) – A person who makes clothes. दर्ज़ी
    - Designer (noun) – A person who plans the look of something. डिज़ाइनर
15. B) Dark horse (idiom) – A person who is not expected to succeed but ends up doing well. छुपा रुस्तम
16. B) The correct spelling is 'receive', which means "to get or be given something". प्राप्त करना, लेना
17. D) Jejune (adjective) – Naive, dull, lacking substance. (नीरस, सारहीन)

    Antonym: Interesting (adjective) – Engaging, stimulating. (रोचक)
    - Insipid (adjective) – Flavourless, dull. (फीका)
    - Bland (adjective) – Mild, uninteresting. (नीरस)
    - Dull (adjective) – Boring, not lively. (उबाऊ)
18. C) Hangar (noun) – A large building where aircraft are parked and kept. विमानशाला
    - Harbour (noun) – A place on the coast where ships shelter. बंदरगाह
    - Garage (noun) – A building where cars are kept or repaired. गैराज
    - Runway (noun) – A strip on which aircraft take off and land. हवाई पट्टी
19. C) 'Sell' का use होगा क्योंकि "sell" का अर्थ है किसी वस्तु को बेचने की क्रिया। sentence में बताया गया है कि डेविड ने अपनी पुरानी नाव को बेचने का निर्णय लिया ताकि वह नई खरीद सके, इसलिए 'sell' यहाँ सही है। Ceil' का अर्थ है छत या किसी संख्या को ऊपर की ओर पूर्णांक में बदलना। 'Sale' का अर्थ है बिक्री का अवसर। यह sentence में गलत है क्योंकि यहाँ verb की आवश्यकता है, जबकि 'sale' noun है। Cell' का अर्थ है कोशिका या छोटा कमरा। यह sentence के संदर्भ में अप्रासंगिक है।
    - 'Sell' will be used because it means the act of exchanging an item for money. The sentence mentions that David decided to sell his old boat to buy a new one, making 'sell' the correct choice. Ceil' means ceiling or rounding a number upward. It does not fit the context of the sentence. 'Sale' means an event of selling items. It is incorrect here as the sentence requires a verb, but 'sale' is a noun. 'Sale' means an event of selling items. It is incorrect here as the sentence requires a verb, but 'sale' is a noun. Cell' means a small compartment or a biological unit. It is irrelevant to the context of the sentence.

20. Correct Answer: C. 2-4-1-3

Sentence 2 S1 के तुरंत बाद आएगा और S1-2 का सीधा resource-to-benefit link बनाएगा। S1 में पक्षियों के लिए पानी के कटोरे को एक महत्वपूर्ण संसाधन बताने के तुरंत बाद Sentence 2 Jasmit Singh Arora ('Gutliman of India') का परिचय देता है और बताता है कि पानी पक्षियों को हाइड्रेटेड रहने और शरीर के तापमान को नियंत्रित करने (regulate body temperature) में मदद करता है।

Sentence 4 Sentence 2 को follow करेगा और 2-4 का concept-to-mechanism pair बनाएगा। Sentence 2 में शरीर का तापमान नियंत्रित करने के उल्लेख के बाद Sentence 4 Arora के उद्धरण के माध्यम से इसके पीछे की शारीरिक प्रक्रिया स्पष्ट करता है कि पक्षियों में पसीने की ग्रंथियां नहीं होतीं, इसलिए वे हांफकर (panting) और श्वसन तंत्र से नमी वाष्पित करके खुद को ठंडा रखते हैं।

Sentence 1 Sentence 4 के ठीक बाद आएगा और 4-1 का cause-and-effect link बनाएगा। हांफने और नमी के वाष्पीकरण की प्रक्रिया के बाद Sentence 1 "This" के माध्यम से इसका सीधा परिणाम बताता है कि इससे उनके आंतरिक जल भंडार तेजी से कम हो सकते हैं, जिससे गर्म मौसम में निर्जलीकरण (dehydration) का गंभीर खतरा पैदा हो जाता है।

Sentence 3 Sentence 1 के बाद आएगा और 1-3 का problem-to-solution pair बनाएगा। जल भंडार कम होने और निर्जलीकरण के खतरे के बाद Sentence 3 स्पष्ट करता है कि पानी पीने से इन तरल पदार्थों की पूर्ति (replenish these fluids) होती है और हीट स्ट्रेस को रोका जा सकता है। इसके तुरंत बाद S6 पानी के कटोरे का एक अतिरिक्त लाभ ("also gives birds an opportunity to bathe") जोड़ते हुए पूरे परिच्छेद को तार्किक रूप से समाप्त करता है।

English Explanation:

Sentence 2 directly follows S1 (S1-2), explaining why a bowl of water is vital by introducing Jasmit Singh Arora (‘Gutliman of India’) and stating that water keeps birds hydrated and helps them regulate body temperature.

Sentence 4 follows Sentence 2 (2-4), elaborating on temperature regulation via Arora's explanation that birds lack sweat glands and cool themselves by panting and evaporating moisture from their respiratory tracts.

Sentence 1 forms an immediate cause-and-effect pair with Sentence 4 (4-1), referring back to panting and moisture evaporation via "This" to note that the process rapidly depletes internal water reserves, creating a serious risk of dehydration in hot weather.

Sentence 3 follows Sentence 1 (1-3), providing the direct solution to depleted water reserves by noting that drinking water replenishes "these fluids" and prevents heat stress. Finally, S6 adds a secondary function via the additive "also"—giving birds a chance to bathe—concluding the passage.

21. Q1. Answer: (d) transformed

Blank (1) needs the simple past, since "Last month" fixes the action at a finished time in the past. a) has transformed: is the present perfect, violating the requirement since the present perfect cannot be used with a finished-time phrase like "Last month." b) will transform: is the simple future, violating the requirement since the event has already happened. c) transforms: is the simple present, violating the requirement since the exhibition took place last month, not now. d) transformed: is the simple past, matching a completed action placed at "Last month."

Hindi:

Blank (1) में simple past चाहिए, क्योंकि "Last month" action को past के एक पूरे हो चुके समय में रखता है। a) has transformed: यह present perfect है, जो violate करता है क्योंकि present perfect "Last month" जैसे बीत चुके समय वाले phrase के साथ नहीं आता। b) will transform: यह simple future है, जो violate करता है क्योंकि event पहले ही हो चुका है। c) transforms: यह simple present है, जो violate करता है क्योंकि exhibition पिछले महीने हुई थी, अभी नहीं। d) transformed: यह simple past है, जो "Last month" में पूरे हुए action से match करता है।

22. Q2. Answer: (c) had offered

Blank (2) needs the past perfect, since the writer is recalling, at a dinner "Weeks later," something Goyal had done earlier, during Frieze week. a) will offer: is the simple future, violating the requirement since the exhibition had already taken place. b) had offer: is malformed, violating the requirement since "had" must be followed by the past participle "offered," not the base form. c) had offered: is the past perfect, matching an action completed before the later dinner at which the writer heard it discussed. d) has offered: is the present perfect, violating the requirement since the exhibition belongs to a finished week in the past, not to the present.

Hindi:

Blank (2) में past perfect चाहिए, क्योंकि "Weeks later" एक dinner पर writer उस बात का स्मरण करता है जो Goyal ने पहले, Frieze week के समय, की थी। a) will offer: यह simple future है, जो violate करता है क्योंकि exhibition पहले ही हो चुकी थी। b) had offer: यह अशुद्ध form है, जो violate करता है क्योंकि "had" के बाद past participle "offered" आता है, base form नहीं। c) had offered: यह past perfect है, जो बाद के dinner से पहले पूरे हुए action से match करता है, जिस dinner पर writer ने इसकी चर्चा सुनी। d) has offered: यह present perfect है, जो violate करता है क्योंकि exhibition बीत चुके past week की बात है, present की नहीं।

23. Q3. Answer: (a) Offer or idea put forward

"Proposition" here refers to what Goyal offered visitors, "time to sit, absorb and understand the stories behind the objects," which a townhouse suited well. a) Offer or idea put forward: is what "proposition" means here, matching Goyal's offer of unhurried time with the work. b) Formal refusal: means an official rejection, violating the requirement since it is the opposite of an offer. c) Romantic advance: is the sense of "proposition" as an improper suggestion, which "intimate" may seem to invite, violating the requirement since "intimate" here means small and personal, describing a quiet exhibition setting. d) Logical statement to be proved: is the

sense of "proposition" in logic and mathematics, violating the requirement since nothing is being proved here; the word names Goyal's offer.

Hindi:

"Proposition" यहाँ उस बात को बताता है जो Goyal ने visitors के सामने रखी, "time to sit, absorb and understand the stories behind the objects," जिसके लिए townhouse उपयुक्त था। a) Offer or idea put forward: यहाँ "proposition" का यही meaning है, जो Goyal के बिना हड़बड़ी वाले समय के offer से match करता है। b) Formal refusal: इसका meaning है औपचारिक अस्वीकृति, जो violate करता है क्योंकि यह offer का उल्टा है। c) Romantic advance: यह "proposition" का अनुचित प्रस्ताव वाला sense है, जिसकी ओर "intimate" शब्द ले जा सकता है, पर violate करता है क्योंकि यहाँ "intimate" का meaning छोटा और निजी है, जो एक शांत exhibition setting को बताता है। d) Logical statement to be proved: यह logic और गणित वाला "proposition" का sense है, जो violate करता है क्योंकि यहाँ कुछ सिद्ध नहीं किया जा रहा; यह शब्द Goyal के offer को बताता है।

24. Q4. Answer: (b) allow

Blank (4) needs a plural present-tense verb, since the subject is "fairs" and the sentence states a general truth about them. The clause "As art consultant Tahira Chawla, who attended the exhibition, observed" sits in between, and its singular nouns can mislead. a) allowing: is a participle, not a finite verb, violating the requirement since the main clause would be left without a verb. b) allow: is plural and present, matching "fairs" and a general statement. c) had allowed: is the past perfect, violating the requirement since a general truth about fairs is stated in the simple present, with no earlier past moment to look back from. d) allows: is singular, the trap for readers who match the verb to "Tahira Chawla" or "exhibition," violating the requirement since the subject is "fairs."

Hindi:

Blank (4) में plural present-tense verb चाहिए, क्योंकि subject "fairs" है और sentence उन पर एक general truth बताता है। बीच में "As art consultant Tahira Chawla, who attended the exhibition, observed" वाला भाग है, जिसके singular nouns भ्रम उत्पन्न कर सकते हैं। a) allowing: यह participle है, finite verb नहीं, जो violate करता है क्योंकि main clause बिना verb के रह जाएगा। b) allow: यह plural और present है, जो "fairs" और general statement से match करता है। c) had allowed: यह past perfect है, जो violate करता है क्योंकि fairs पर general truth simple present में कहा जाता है, और पीछे देखने के लिए कोई पहले का past moment नहीं है। d) allows: यह singular है, उन readers के लिए trap जो verb को "Tahira Chawla" या "exhibition" से मिलाते हैं, जो violate करता है क्योंकि subject "fairs" है।

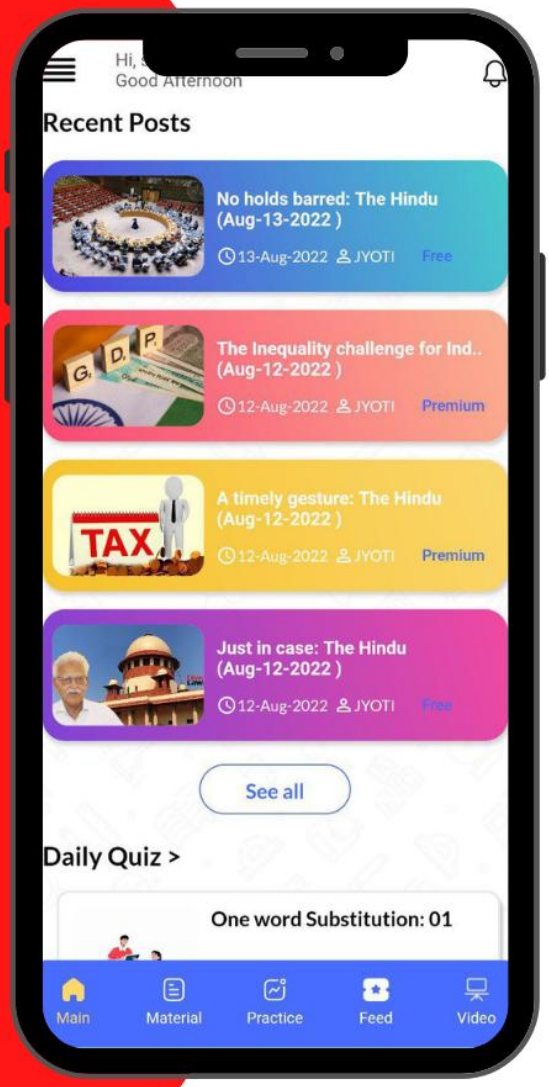
25. Q5. Answer: (a) Foundation or basic idea

"Premise" here means the central idea on which Goyal built his showcase: dialogue, rather than display alone. a) Foundation or basic idea: is what "premise" means, matching dialogue as

the starting point of the whole showcase. b) Afterthought: means something added later, violating the requirement since the sentence says dialogue was central, "the very premise." c) Building and its grounds: is the meaning of "premises," a plural look-alike that tempts because the show was held in a townhouse, violating the requirement since "the very premise of his showcase" refers to its founding idea, not its venue. d) Promise or guarantee: tempts because "premise" sounds like "promise," violating the requirement since Goyal did not guarantee dialogue; he built the show around it.

Hindi:

"Premise" यहाँ उस मूल विचार को बताता है जिस पर Goyal ने अपना showcase बनाया: केवल प्रदर्शन नहीं, बल्कि संवाद। a) Foundation or basic idea: "premise" का यही meaning है, जो पूरे showcase के आरंभ-बिंदु के रूप में संवाद से match करता है। b) Afterthought: इसका meaning है बाद में जोड़ी गई बात, जो violate करता है क्योंकि sentence कहता है कि संवाद केंद्र में था, "the very premise।" c) Building and its grounds: यह "premises" का meaning है, एक मिलता-जुलता plural शब्द जो tempting है क्योंकि show एक townhouse में हुआ, पर violate करता है क्योंकि "the very premise of his showcase" उसके मूल विचार को बताता है, उसके स्थान को नहीं। d) Promise or guarantee: यह tempting है क्योंकि "premise" सुनने में "promise" जैसा लगता है, पर violate करता है क्योंकि Goyal ने संवाद का वचन नहीं दिया; उन्होंने show को संवाद पर आधारित किया।



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