

Express view on L&T chairman's remarks: The CEOs who lack vision, empathy or ideas

There is a crisis of imagination and no amount of **perks**, **ESOPs** or **staggering** six-figure salaries seem to **square up** to it. The **future** of **productivity**, if industry bros are to be believed, **lies** not in work-life balance but in work-work **sublimation**. After Narayana Murthy's prescription of a 70-hour work week in 2023, Larsen and Toubro (L&T) chairman S N Subrahmanyam has **urged** employees to put in 90 hours at work every week and to even **forgo** weekends **in the pursuit of** professional excellence. In between, corporate **leaders** of all **stripes** — from Bhavish Agarwal of OLA to Bombay Shaving Company's CEO Shantanu Deshpande — **have advocated** harsher work **regimens** for a variety of reasons, ranging from character building to nation building. After all, as Subrahmanyam said in the annual company meeting, "How long can you **stare at** your wife, how long can the wife stare at the husband?" He could well be saying, "Who wouldn't want to sacrifice their health, relationships, and interests in exchange for more targets?" To a work force struggling with high stress, low income, fewer opportunities and inadequate support systems, the hard **bottom line** and **cold condescension** could not be clearer: **Turnover** above all.

Of course, this hasn't exactly been a secret from employees at the receiving end of HR's **exhortations** to colour-coded festival celebrations, attendance **regularisation**, impractical targets and support for little else. As it is, **employees** in Asian countries **work** an average of nearly 49 hours a week **in contrast to** 37.9 hours per week in North America and about 37-odd hours in Europe. But when it comes from those **at the top of the pyramid**, such statements show a shocking lack of **consideration** for the human cost of such **benchmarks**. The **suggestion** that more hours **translate** to greater productivity and success **has** no basis in facts. It **overlooks** employee **well-being**, both physical and mental, familial demands, and long-term **sustainability**. A 24/7 work culture **presupposes** the luxury of a structure of support and care in homes, **out of the realm of possibility** for a majority **on account of** income or availability.

In a country where even the prime minister **valorises** working for 22 hours, **bucking the trend** is hard work. It requires an **intuitive acumen** to **align** individual needs **with** corporate demands and the ability to **internalise** what the International Labour Organisation **highlights** in its **Preamble**: "Labour is not a commodity". That's a bottomline most CEOs fail to read. **[Practice Exercise]**

- Red/blue coloring of words in the sentence indicates subject verb relationship; where 'red' denotes 'subject' and 'blue' denotes 'verb'.
- **Presuppose** (verb) – to accept something as true or existing and act on that basis, before it has been shown to be true पहले से मान लेना

Vocabulary

1. **Remark** (noun) – Comment, statement, observation, note टिप्पणी
2. **Empathy** (noun) – Understanding, compassion, sensitivity, consideration सहानुभूति
3. **Perk** (noun) – Benefit, advantage, bonus, privilege लाभ
4. **ESOPs** (noun) – ESOP stands for Employee Stock Ownership Plan. It's a benefit plan that gives employees a stake in the company they work for. कर्मचारियों के लिए शेयर योजना
5. **Staggering** (adjective) – Astonishing, overwhelming, shocking, immense चौंकाने वाला
6. **Square up** (phrasal verb) – Balance, match, make up for, equate मेल खाना
7. **Productivity** (noun) – Efficiency, output, performance, production उत्पादकता
8. **Lie** (verb) – Exist, reside, rest, be found होना
9. **Sublimation** (noun) – Transformation, redirection, elevation उच्च अवस्था
10. **Urge** (verb) – Encourage, push, motivate, recommend प्रेरित करना
11. **Forgo** (verb) – Give up, relinquish, sacrifice, abstain त्यागना
12. **In the pursuit of** (phrase) – In search of, striving for, working toward, chasing की खोज में
13. **Stripe** (noun) – Type, kind, category, variety प्रकार
14. **Advocate** (verb) – Recommend, support, promote, champion समर्थन करना
15. **Regimen** (noun) – Routine, plan, system, schedule दिनचर्या
16. **Stare (at)** (verb) – Look at, gaze, fixate, observe घूरना
17. **Bottom line** (noun) – Main point, core issue, fundamental factor मुख्य बात
18. **Cold** (adjective) – Indifferent, unemotional, unsympathetic, aloof उदासीन
19. **Condescension** (noun) – Arrogance, patronizing attitude, superiority, disdain घमंड
20. **Turnover** (noun) – Revenue, sales, earnings, income कारोबार
21. **Exhortation** (noun) – Urging, encouragement, plea, persuasion आग्रह
22. **Regularisation** (noun) – Standardisation, formalisation, normalisation नियमित करना

23. **In contrast to** (phrase) – Opposite to, unlike, differing from, contrary to इसके विपरीत
24. **At the top of the pyramid** (phrase) – At the highest level, leading position, at the peak शीर्ष पर
25. **Consideration** (noun) – Thought, care, attention, regard विचार
26. **Benchmark** (noun) – Standard, criterion, measure, yardstick मानक
27. **Translate** (verb) – Convert, interpret, change, explain बदलना
28. **Overlook** (verb) – Ignore, neglect, disregard, fail to notice नजरअंदाज करना
29. **Well-being** (noun) – Welfare, health, happiness, comfort भलाई
30. **Sustainability** (noun) – Endurance, viability, durability, stability स्थिरता
31. **Out of the realm of possibility** (phrase) – Unlikely, improbable, unattainable, impossible असंभव
32. **On account of** (phrase) – Because of, due to, owing to के कारण
33. **Valorise** (verb) – Glorify, praise, celebrate, honour महिमामंडित करना
34. **Buck the trend** (phrase) – Go against the norm, resist change, oppose the general direction प्रवृत्ति के विरुद्ध जाना
35. **Intuitive** (adjective) – Instinctive, insightful, natural, inherent सहज
36. **Acumen** (noun) – Insight, sharpness, expertise, intelligence कुशाग्रता
37. **Align** (with) (verb) – Coordinate, match, adjust, bring in line समायोजित करना
38. **Internalise** (verb) – Absorb, embrace, adopt, accept आत्मसात करना
39. **Highlight** (verb) – Emphasise, underline, stress, draw attention to जोर देना
40. **Preamble** (noun) – Introduction, preface, opening, foreword प्रस्तावना

Summary of the Editorial

1. **Crisis of Imagination in Leadership:** The call for 90-hour work weeks reflects a leadership crisis where vision, empathy, and innovative solutions are replaced by outdated metrics like overwork. This approach disregards the broader context of employee well-being.
2. **Unrealistic Expectations:** In a world already grappling with high work hours, especially in Asia, demanding 90-hour weeks ignores the physical, mental, and social toll on employees. This expectation alienates the workforce and fails to address systemic issues like burnout and low productivity.
3. **Myth of Overwork Equals Productivity:** Research consistently debunks the idea that longer hours lead to higher productivity. Overworked employees are more prone to mistakes, mental health issues, and disengagement, which ultimately harm organizational goals.
4. **Erosion of Work-Life Balance:** Subrahmanyan's remarks undermine the importance of a balanced life, suggesting professional achievements should come at the cost of personal relationships and health. This diminishes the holistic well-being of employees.
5. **Insensitive Communication:** The comment, "How long can you stare at your wife, how long can the wife stare at the husband?" trivializes personal relationships and fails to acknowledge the significance of family and leisure in sustaining an individual's productivity and happiness.
6. **Cultural Contradictions:** While some countries emphasize shorter work hours to enhance creativity and satisfaction, India's growing culture of valorizing extreme work regimens risks perpetuating a cycle of stress and diminishing returns.
7. **Neglect of Ground Realities:** For the majority of employees, who lack support structures at home or sufficient income, the notion of devoting nearly all waking hours to work is unfeasible and inequitable.
8. **Missed Opportunity for Real Leadership:** Instead of pushing unrealistic hours, leaders should focus on creating environments that foster creativity, collaboration, and innovation within sustainable boundaries.
9. **Need for Empathy:** True leadership requires understanding the workforce's challenges and aligning corporate goals with humane policies. Acknowledging the International Labour Organisation's principle that "labour is not a commodity" should guide such strategies.
10. **Potential Backlash:** Such statements risk alienating talent, especially among younger professionals who value work-life balance and well-being. Companies advocating extreme work cultures may struggle with retention and recruitment.
11. **Cultural Influence of Overwork:** India's work culture, influenced by leaders like the prime minister who glorify extreme dedication, risks perpetuating a toxic cycle that harms employees' long-term health and productivity.
12. **Balancing Corporate and Human Needs:** Effective leadership should strike a balance between achieving corporate objectives and safeguarding employees' physical and mental health. This ensures long-term growth and sustainability.
13. **Ethical Considerations:** Overburdening employees in pursuit of profit compromises ethical workplace practices and violates the social contract between employers and employees.

14. **Global Lessons Ignored:** Advanced economies with shorter workweeks have proven that focusing on efficiency, innovation, and employee well-being yields better outcomes than overburdening employees.
15. **Call for Change:** CEOs need to abandon outdated, exploitative practices and embrace progressive strategies that value human capital, prioritize work-life balance, and foster inclusive growth.

Practice Exercise: SSC Pattern Based

[Editorial page]

- 1. What is the tone of the passage?**
 - A. Motivational
 - B. Neutral
 - C. Nostalgic
 - D. Critically sarcastic
- 2. What is the average number of hours employees work per week in Asian countries, as stated in the passage?**
 - A. 37 hours
 - B. 37.9 hours
 - C. 49 hours
 - D. 22 hours
- 3. Which statement from the passage highlights a key argument against excessively long work hours?**
 - A. How long can you stare at your wife, how long can the wife stare at the husband?
 - B. Employees in Asian countries work an average of nearly 49 hours a week.
 - C. The suggestion that more hours translate to greater productivity and success has no basis in facts.
 - D. Corporate leaders have advocated harsher work regimens for a variety of reasons.
- 4. From the passage, it can be inferred that all of the following are true about the CEO's perspective on work culture EXCEPT that:**
 - A. They believe longer working hours lead to greater productivity.
 - B. They disregard the importance of employee well-being.
 - C. They advocate for sacrificing personal relationships for professional success.
 - D. They focus on aligning corporate goals with individual needs.
- 5. Which one of the following statements best summarizes the author's position on excessive work culture promoted by corporate leaders?**
 - A. It builds stronger character and aligns with national development goals.
 - B. It is an unsustainable practice that undermines employee well-being and productivity.
 - C. It reflects an innovative approach to maximizing professional success.
 - D. It is necessary to compete with global work culture standards.

Comprehension:

In the following passage, some words have been deleted. Read the passage carefully and select the most appropriate option to fill in each blank.

A few months after Conrads death, the nobles met at Aix-la-Chapelle and elected Henry to be their king. At this time, it was the (1)_____ in Europe to hunt various birds, such as the wild duck and partridge, with falcons. The falcons were long-winged birds of prey,

(2)_____ hawks. They were trained to (3)_____ on their masters wrist and wait patiently until they were told to fly. Then they would swiftly (4) _____ at their prey and bear it to the ground. Henry was very fond of falconry and hence was known as Henry the Fowler, or Falconer. As soon as the other dukes had elected him king, a messenger was sent to Saxony to (5)_____ him of the honour done for him. After a search of some days, he was at last found, far up in the Hartz Mountains, hunting with his falcons.

6. **Select the most appropriate option to fill in blank number 1.**

- A. ritualistic
- B. conventions
- C. custom
- D. motive

7. **Select the most appropriate option to fill in blank number 2.**

- A. subjugating
- B. favouring
- C. resembling
- D. echoing

8. **Select the most appropriate option to fill in blank number 3.**

- A. perch
- B. sitting
- C. lurch
- D. chirp

9. **Select the most appropriate option to fill in blank number 4.**

- A. flight
- B. dashed
- C. leapt
- D. dart

10. **Select the most appropriate option to fill in blank number 5.**

- A. convey
- B. nullify
- C. communicate
- D. inform

11. **Select the most appropriate meaning of the given idiom.**

To read between the lines

- A. To read aloud
- B. To grasp the hidden meaning
- C. To read without concentration
- D. To whisper

12. **Select the most appropriate ANTONYM of the underlined word in the given sentence.**

His industrious attitude was the reason for his promotion.

- A. Efficient
- B. Hazy

- C. Lazy
D. Pricey
13. **Select the most appropriate homophone to fill in the blank.**
These people are artists. _____ skills are extraordinary.
A. They're
B. They or
C. Their
D. There
14. **There is a spelling error in the given sentence. Select the option that contains the INCORRECTLY spelt word.**
They adressed the special gathering perfectly
A. perfectly
B. gathering
C. adressed
D. special
15. **Select the most appropriate homonym to fill in the blank.**
The prince is the _____ to the throne.
A. heir
B. air
C. err
D. ere
16. **Select the most appropriate pair of words to fill in the blanks.**
Shyam has reserved a _____ in the train for his wife as she will be giving _____ to his child soon
A. berth; birth
B. birth; birth
C. berth; berth
D. birth; berth
17. **Select the INCORRECTLY spelt word.**
A. Consciencious
B. Conscious
C. Conspicuous
D. Conscience
18. **Select the most appropriate option that can replace the bracketed word segment in the following sentence.**
Men (allowed) for Olympic artistic swimming for the first time at the 2024 Paris Games, the IOC confirmed on Thursday.
A. are likely
B. have permitted
C. are eligible
D. will approve

19. **Select the most appropriate option that can substitute the underlined segment in the given sentence.**

As there was no one to look thorough the orphan, he had to take refuge in the orphanage

- A. look down upon
 - B. look after
 - C. look through
 - D. look upon
20. **Complete the following sentence.**
He _____ to the manager about the terrible food in the hostel
- A. He said a big complaint.
 - B. He terribly complained.
 - C. He said a complaint.
 - D. He made a complaint
21. **Select the most appropriate option to fill in the blank.**
The _____ purpose of the coaching was to identify the talented players.

- A. mane
- B. mean
- C. main
- D. mine

22. **Select the most appropriate ANTONYM of the given word.**

Terminate

- A. Mark
- B. Begin
- C. Die
- D. Conclude

23. **Select the most appropriate ANTONYM of the given word.**

Peace

- A. Refusal
- B. Harmony
- C. Strange
- D. Turmoil

24. **Select the most appropriate option that can substitute the underlined words in the following sentence.**

I cannot go out tonight because I will preparing of my interview tomorrow

- A. I have been prepare to
 - B. I have to prepare for
 - C. I will have prepare for
 - D. I had to prepare to
25. **Select the most appropriate option that can substitute the underlined segment in the given sentence.**

The player was declared fit and in excellent health to play the final matches.

- A. right as rain
- B. up in the arms
- C. left out in cold
- D. on cloud nine

Answers

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

[Practice Exercise]

Explanations

1. D) Critically sarcastic

The passage uses irony and sarcasm to highlight how unrealistic and insensitive calls for 70- or 90-hour workweeks can be. The author critiques corporate leaders' cavalier approach to employee well-being with pointed remarks (e.g., "How long can you stare at your wife...") and a tone laced with sarcasm and disbelief.

A: The passage does not encourage or uplift; rather, it questions and criticizes the demands placed on employees.

C: There is no longing for the past; the focus is on current corporate attitudes.

B: The author clearly takes a stance and criticizes overwork culture, so the passage is not neutral.

2. C) 49 hours

Correct, as the passage explicitly mentions that employees in Asian countries work an average of nearly 49 hours a week.

A: Incorrect, this is approximately the average for Europe, not Asia.

B: Incorrect, this is the average for North America.

D: Incorrect, this refers to the hours supposedly worked by the prime minister, not the average for employees.

3. C) The suggestion that more hours translate to greater productivity and success has no basis in facts.

C: Correct, as this directly critiques the misconception that longer work hours result in better outcomes.

A: Incorrect, this sarcastic remark reflects a leader's disregard for work-life balance, not an argument against long hours.

B: Incorrect, this is a factual statement about work hours, not an argument against them.

D: Incorrect, this describes advocacy for longer work hours, not a critique of the concept.

4. D) They focus on aligning corporate goals with individual needs.

A. Correct: The passage states that CEOs like Narayana Murthy and S N Subrahmanyam promote longer working hours, believing it leads to professional excellence and higher productivity.

B. Correct: The passage criticizes the CEOs for neglecting the physical and mental well-being of employees in favor of achieving targets.

C. Correct: The L&T chairman's remark about staring at one's spouse reflects the lack of consideration for personal relationships.

D. Incorrect: The author highlights that most CEOs fail to align corporate goals with individual needs, as demonstrated by their neglect of employee well-being and long-term sustainability.

5. **B) It is an unsustainable practice that undermines employee well-being and productivity.**
 A: While some CEOs claim that harsher work regimens build character and benefit the nation, the author criticizes this viewpoint for disregarding human costs.
 B: The author argues that excessive work culture is unsustainable, harming employee health, relationships, and long-term productivity.
 C: The passage does not view this approach as innovative but rather as detrimental and lacking empathy.
 D: The author points out that employees in Asian countries already work more hours on average than their counterparts in North America and Europe, so this practice is not about competing globally but reflects flawed priorities.
6. C) **Custom'** का use होगा क्योंकि "custom" का अर्थ होता है पारंपरिक अभ्यास या प्रचलन। यहां यह उल्लेख किया गया है कि उस समय यूरोप में विभिन्न पक्षियों का शिकार एक सामान्य प्रचलन था। इसलिए 'custom' सही विकल्प है। जबकि 'ritualistic' का अर्थ होता है धार्मिक या आधिकारिक रस्म, 'conventions' का अर्थ है पारंपरिक मानदंड, और 'motive' का अर्थ है उद्देश्य या कारण, जो इस context में सही नहीं है।
- **'Custom'** will be used because it means a traditional practice or habitual way of doing something. The passage mentions that hunting various birds with falcons was a common practice in Europe at that time, making 'custom' the appropriate choice. Whereas, 'ritualistic' implies religious or formal rituals, 'conventions' refer to traditional norms, and 'motive' means a reason or purpose, which don't fit in this context.
7. C) **Resembling'** का use होगा क्योंकि "resembling" का अर्थ होता है किसी चीज़ के समान होना या उसकी तरह दिखना। sentence में falcons का वर्णन करते हुए कहा गया है कि ये long-winged birds of prey होते हैं, hawks की तरह। इसलिए 'resembling' यहाँ सही है। जबकि 'subjugating' का अर्थ है अधीन करना, 'favouring' का अर्थ है पक्ष लेना, और 'echoing' का अर्थ है गूँजना, जो इस context में सही नहीं है।
- **'Resembling'** will be used because it means being similar to or looking like something. The sentence describes falcons as long-winged birds of prey, like hawks. Hence, 'resembling' is fitting here. Whereas, 'subjugating' means to bring under control, 'favouring' means showing preference, and 'echoing' implies a sound being repeated, which don't fit in this context.
8. A) **Perch'** का use होगा क्योंकि "perch" का अर्थ होता है किसी ऊँचे स्थान पर बैठना। sentence में mention किया गया है कि बाज अपने मालिक की कलाई पर बैठते हैं और तब तक धैर्यपूर्वक प्रतीक्षा करते हैं जब तक उन्हें उड़ने के लिए कहा नहीं जाता। इसलिए 'perch' यहाँ सही है। जबकि 'sitting' का अर्थ है

बैठना, 'lurch' का अर्थ है अचानक झटका या हिलना, और 'chirp' का अर्थ है चहकना, जो इस context में सही नहीं हैं।

- 'Perch' will be used because it means to sit or rest on something high. The sentence mentions that the falcons sit on their master's wrist and wait patiently until told to fly. Thus, 'perch' is appropriate here. Whereas, 'sitting' means just sitting, 'lurch' means a sudden jerk or movement, and 'chirp' means to make a short, sharp sound (like birds), which don't fit in this context.

9. D) **Dart'** का उपयोग होगा क्योंकि "dart" का अर्थ होता है जल्दी से और अचानक से किसी चीज़ की ओर जाना। वाक्य में बताया गया है कि जैसे ही उन्हें उड़ने के लिए कहा गया, वे अपने शिकार की ओर तेजी से बढ़े और उसे जमीन पर गिरा दिया, इसलिए 'dart' यहां सही है। जबकि 'flight' का अर्थ है उड़ान, 'dashed' का अर्थ है तेजी से भागना या दौड़ना, और 'leapt' का अर्थ है छलांग लगाना, जो इस संदर्भ में सही नहीं है।

- 'Dart' will be used because it means to move quickly and suddenly towards something. The sentence mentions that as soon as they were told to fly, they would swiftly dart at their prey and bear it to the ground, making 'dart' appropriate here. Whereas, 'flight' means flying, 'dashed' means to run quickly, and 'leapt' means to jump, which don't fit in this context.

10. D) **Inform'** का उपयोग होगा क्योंकि "inform" का अर्थ है किसी को किसी बात की सूचना देना या जानकारी देना। वाक्य में बताया गया है कि एक दूत भेजा गया था ताकि उसे राजा चुने जाने के सम्मान के बारे में बताया जा सके, इसलिए 'inform' यहाँ सही है। जबकि 'convey' का अर्थ है किसी संदेश या जानकारी को पहुँचाना, 'nullify' का अर्थ है रद्द करना, और 'communicate' का अर्थ है किसी संदेश या विचार को साझा करना, जो इस संदर्भ में सही नहीं हैं।

- 'Inform' will be used because it means to give someone information or notify them about something. The sentence mentions that a messenger was sent to tell him about the honor done to him, so 'inform' is appropriate here. Whereas, 'convey' means to transport or communicate a message, 'nullify' means to cancel, and 'communicate' means to share information or ideas, which don't fit in this context.

11. B) 'effects' के बदले **affects'** का प्रयोग होगा क्योंकि 'effects' एक noun है जबकि यहाँ verb की आवश्यकता है; जैसे— Loud noise affects our ability to concentrate.

- 'affects' will be used instead of 'effects' because 'effects' is a noun whereas a verb is required here; Like— Loud noise affects our ability to concentrate.

12. C) **Industrious (adjective)** – Diligent, hard-working, busy, assiduous. परिश्रमी

Antonym: Lazy (adjective) – Unwilling to work or use energy, idle, inactive. आलसी

- **Efficient** (adjective) – Achieving maximum productivity with minimum wasted effort or expense, organized, methodical. प्रभावी
- **Hazy** (adjective) – Vague, indistinct, unclear, foggy. धुंधला
- **Pricey** (adjective) – Expensive, costly, high-priced. महंगा

13. C) **Their**' का use होगा क्योंकि "their" का अर्थ होता है किसी का स्वामित्व दिखाना। sentence में mention किया गया है कि ये लोग कलाकार हैं और उनकी skills असाधारण हैं, इसलिए 'their' यहाँ सही है। जबकि 'They're' का अर्थ है वे हैं, 'They or' का कोई अर्थ नहीं है, और 'There' का अर्थ है वहाँ, जो इस context में सही नहीं हैं।

- **'Their'** will be used because it shows possession. The sentence mentions that these people are artists and their skills are extraordinary, making 'their' fitting here. Whereas, 'They're' means they are, 'They or' is meaningless, and 'There' means at that place, which don't fit in this context.

14. C) The correct spelling of 'adressed' is '**addressed**' which means "to speak to; to direct one's attention to" पता लिखा हुआ, अभिभाषित

15. A) **Heir**' का उपयोग होगा क्योंकि "heir" का अर्थ है वह व्यक्ति जो किसी के बाद संपत्ति या पद का अधिकारी होता है। sentence में mention किया गया है कि प्रिंस सिंहासन का अधिकारी है, इसलिए 'heir' यहाँ सही है। जबकि 'air' का अर्थ है हवा, 'err' का अर्थ है गलती करना, और 'ere' का अर्थ है पहले, जो इस context में सही नहीं हैं।

- **'Heir'** will be used because it means a person who inherits or is entitled to inherit the rank, title, position, etc., of another. The sentence mentions that the prince is entitled to the throne, making 'heir' fitting here. Whereas, 'air' means the atmosphere, 'err' means to make a mistake, and 'ere' means before, which don't fit in this context.

16. A) **berth**' का use होगा क्योंकि "berth" का अर्थ होता है ट्रेन में सोने की जगह। 'birth' का use होगा क्योंकि "birth" का अर्थ होता है बच्चे का जन्म। sentence में mention किया गया है कि Shyam ने अपनी पत्नी के लिए ट्रेन में सोने की जगह reserved की है क्योंकि वह जल्द ही उनके बच्चे को जन्म देने वाली हैं। इसलिए 'berth' और 'birth' यहाँ सही हैं। जबकि अन्य विकल्प context में सही नहीं हैं।

- **'berth'** will be used because it means a sleeping place in a train. 'birth' will be used because it means the act of giving birth to a child. The sentence mentions that Shyam has reserved a sleeping place in the train for his wife as she will be giving birth to their child soon, making 'berth' and 'birth' fitting here. The other options do not fit in this context.

17. A) The correct spelling of 'Consciencious' is '**Conscientious**' which means "wishing to do one's work or duty well and thoroughly" ईमानदार, कर्तव्यपरायण.
18. C) 'allowed' के बदले '**are eligible**' का प्रयोग होगा क्योंकि वाक्य भविष्य की घटना का उल्लेख कर रहा है; जैसे— "Men are eligible for Olympic artistic swimming for the first time at the 2024 Paris Games, the IOC confirmed on Thursday."
 - 'are eligible' will be used instead of 'allowed' because the sentence is referring to a future event; like— "Men are eligible for Olympic artistic swimming for the first time at the 2024 Paris Games, the IOC confirmed on Thursday."
19. B) **Look after** (phrasal verb) – To take care of someone or something. किसी की देखभाल करना।
 - **Look down upon** (phrasal verb) – To regard someone or something with disdain or a sense of superiority. किसी को तुच्छ समझना।
 - **Look through** (phrasal verb) – To examine something, typically quickly. कुछ देखकर गुजर जाना या उसे ध्यानपूर्वक देखना।
 - **Look upon** (phrasal verb) – To regard or consider someone or something in a particular way. किसी को एक विशेष दृष्टिकोण से देखना।
20. D) **Made a complaint**' का use होगा क्योंकि "made a complaint" का अर्थ होता है औपचारिक रूप से शिकायत करना। वाक्य में उल्लेख किया गया है कि उसने हॉस्टल के भयानक भोजन के बारे में प्रबंधक से शिकायत की, इसलिए 'made a complaint' यहाँ सही है। जबकि 'said a big complaint' का कोई अर्थ नहीं बनता, 'terribly complained' का structure गलत है, और 'said a complaint' भी गलत structure है।
 - 'Made a complaint' will be used because it means to formally express dissatisfaction. The sentence mentions that he complained to the manager about the terrible food in the hostel, making 'made a complaint' fitting here. Whereas, 'said a big complaint' is meaningless, 'terribly complained' is structurally incorrect, and 'said a complaint' is also an incorrect structure.
21. C) The correct answer is '**main**' because "main" का अर्थ होता है मुख्य या सबसे महत्वपूर्ण। वाक्य में बताया गया है कि कोचिंग का मुख्य उद्देश्य प्रतिभाशाली खिलाड़ियों की पहचान करना था, इसलिए 'main' यहाँ सही है। जबकि 'mane' का अर्थ है घोड़े या शेर का अयाल, 'mean' का अर्थ है औसत या घटिया, और 'mine' का अर्थ है मेरा या खदान, जो इस context में सही नहीं है।
 - 'Main' will be used because it means primary or most important. The sentence mentions that the primary purpose of the coaching was to identify the talented players, making 'main' fitting here. Whereas, 'mane' means the long hair on the neck of a horse

or lion, 'mean' means average or cruel, and 'mine' means belonging to me or a pit from which minerals are extracted, which don't fit in this context.

22. **B) Terminate** (verb) – Bring to an end, finish, conclude, stop. समाप्त करना

Antonym: Begin (verb) – Start, commence, initiate, set in motion. शुरू करना

- **Mark** (verb) – To make a visible impression or stain on. चिन्हित करना
- **Die** (verb) – To cease to live, pass away. मरना
- **Conclude** (verb) – Bring something to an end, finish, complete. समाप्त करना

23. **D) Peace** (noun) – A state of tranquility or quiet, free from disturbance, conflict, or war. शांति

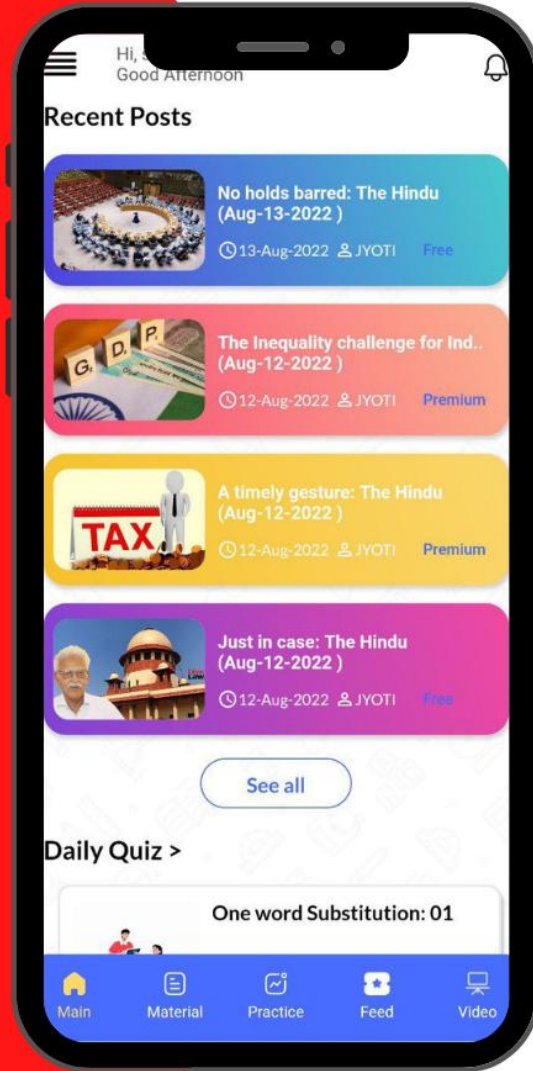
Antonym: Turmoil (noun) – A state of great disturbance, confusion, or uncertainty. अशांति

- **Refusal** (noun) – The act of refusing or declining an offer or request. अस्वीकार
- **Harmony** (noun) – Agreement or concord, a consistent, orderly, or pleasing arrangement of parts. मेल
- **Strange** (adjective) – Unfamiliar, unusual, or surprising; difficult to understand or explain. अजीब

24. B) 'I have to prepare for' will be the correct substitution because the sentence indicates that the speaker needs to prepare for the interview tomorrow. 'Have to' is used to indicate obligation, and 'prepare for' is used when getting ready for something; Like— I cannot go out tonight because I have to prepare for my interview tomorrow.

25. A) **right as rain** (idiom) – In perfect health or condition. पूरी तरह से स्वस्थ या उत्कृष्ट स्थिति में।

- **Up in the arms** (idiom) – Angry or very upset about something. बहुत गुस्से में होना।
- **Left out in the cold** (idiom) – Ignored or excluded from something. उपेक्षित या किसी से बाहर रखा गया।
- **On cloud nine** (idiom) – Extremely happy or elated. अत्यंत प्रसन्न या उत्साहित होना।



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