

Achievement Tests

Unit 7

Name: _____

Date: _____

PART I: READING

- 1.1** Read the passage from an interview in a local business magazine. Check (✓) the best prediction of what the reading is about. There is only one right answer.

Today's interview is with James Mulroney, the owner of local coffee shop Café Arrivé.

Q: What was your original plan for Café Arrivé?

JAMES: I envisaged a place where people could relax, chat, or work, as if they were in their own homes.

Q: How did you get started?

JAMES: Well, this was my second attempt to start a café.

- _____ A. coffee
- _____ B. James's business
- _____ C. how to start a coffee shop
- _____ D. making a home outside your home

- 1.2** Now read the entire interview. Use the information to choose the correct answers.

Focus on Local Business: Café Arrivé

Today's interview is with James Mulroney, the owner of local coffee shop Café Arrivé.

Q: What was your original plan for Café Arrivé?

JAMES: I envisaged a place where people could relax, chat, or work, as if they were in their own homes.

Q: How did you get started?

JAMES: Well, this was my second attempt to start a café. My first one kind of flopped. Because of that, I couldn't get a bank loan for Café Arrivé. So instead, I scraped together money by borrowing from friends and relatives. They were much more forgiving of past mistakes and much more benevolent than the bank!

Q: The café has really prospered. How do you explain the success?

JAMES: Well, first, our coffee is good. I know, because I'm a coffee fanatic. We buy only fair-trade beans. While we pay a little extra for them, we feel good about supporting the local farmers. We try to steer clear of the big coffee farms.

Q: Your coffee is good, and customers appreciate the social awareness. But what else makes Café Arrivé so special?

JAMES: We work to make the atmosphere comfortable. We try to be mindful of what our customers want. There are a lot of artists in the community, so we've tried to give them a space to show their work. We have exhibitions, poetry readings, and live music some evenings.

(continued on next page)

Q: I heard that you have outstanding employee retention. Café Arrivé must be a good place to work.

JAMES: I try to make it a good place to work. First, we offer competitive compensation, including comprehensive health insurance. In this country these days, the cost of health insurance surpasses the cost of food for some people.

Q: I've heard rumors that you're thinking of a second Café Arrivé?

JAMES: Well, it's tempting to consider a second. However, I always worry about stores that get too big. Right now, I think our customers view us as a friendly little neighborhood place. We think that view is valuable.

Check (✓) the best answer.

1. James's first coffee shop _____.
___ A. retained employees for a long time
___ B. failed
___ C. was popular among family and friends
___ D. was near a bank
2. Money to start Café Arrivé came from _____.
___ A. James
___ B. people close to James
___ C. the bank
___ D. artists in the community
3. Why does James buy fair-trade beans?
___ A. They make a better cup of coffee.
___ B. They're less expensive.
___ C. He knows the farmers.
___ D. He doesn't like the big coffee farms.
4. Café Arrivé offers customers all of the following *except* _____.
___ A. a store that is big
___ B. good coffee
___ C. a place to appreciate local artists' work
___ D. a comfortable place to do what you want

5. As for a second Café Arrivé, James _____.
- _____ A. is closed to the idea
 - _____ B. is already planning one
 - _____ C. is interested but concerned
 - _____ D. is opening a restaurant instead

- 1.3** Read the passage from “Howard Schultz’s Formula for Starbucks” in NorthStar: Reading and Writing 5, Unit 7. Use the information from this reading and “Focus on Local Business: Café Arrivé” to complete the activity. Write the letter of the correct statement. Not all of the statements will be used. The first one has been done for you.

Howard Schultz’s Formula for Starbucks

The Economist, Feb. 25, 2006

Starbucks knows it cannot ignore its critics. Anti-globalization protesters have occasionally trashed¹ its coffee shops. Posh² neighborhoods in San Francisco and London have resisted the opening of new branches, and the company is a favorite target of Internet critics. Mr. Schultz is watchful, but relaxed: “We have to be extremely mindful of the public’s view of things. . . . Thus far, we’ve done a pretty good job.”

The reason, argues Mr. Schultz, is that the company has retained a “passion” for coffee and a “sense of humanity.” Starbucks buys expensive beans and pays the owners—whether they are in Guatemala or Ethiopia—an average of 23% above the market price. A similar benevolence applies to company employees. Where other corporations try to eliminate the burden of employee benefits, Starbucks gives all employees working at least 20 hours a week a package that includes stock options (“Bean Stock”) and comprehensive health insurance. For Mr. Schultz, raised in a Brooklyn housing project,³ this health insurance—which now costs the company more than coffee—is a moral obligation. At the age of seven, he came home to find his father, a truck driver, in a plaster cast, having slipped and broken an ankle. No insurance, no compensation, and then no job.

¹ **trashed:** completely destroyed

² **posh:** elegant, expensive (e.g., rich people live in “posh” neighborhoods)

³ **housing project:** an apartment development subsidized by the government for low income families

- A. It's a moral obligation.
- B. Similar
- C. Some growers are in Guatemala and Ethiopia.
- D. The company pays a little more.
- E. It's a friendly little neighborhood business.
- ~~F. Passionate~~
- G. It's important to get a bank loan.
- H. Different

	Starbucks / Schultz	Café Arrivé / James	Similar / Different
View of coffee	F	Fanatic	Similar
Cost of coffee beans	The company pays more than average.	2.	Similar
Employee benefits	1.	Employers should help pay for health coverage.	Similar
Business's view of the public	It's important.	It's valuable.	4.
Public's view of the business	The company has critics.	3.	Different

PART 2: VOCABULARY

2.1 Read the sentences. Then check (✓) the word that best completes each sentence.

1. Some critics have _____ the globalization of big companies like Starbucks.
 - _____ A. blasted
 - _____ C. surpassed
 - _____ B. burdened
 - _____ D. retained

2. Conscientious businesses need to be _____ of the public's view of their products and services.
 - _____ A. insipid
 - _____ C. benevolent
 - _____ B. ignorant
 - _____ D. mindful

3. As Starbucks _____, it became a favorite target of Internet critics.
 ____ A. envisaged ____ C. lobbied
 ____ B. prospered ____ D. flopped
4. Howard Schultz has _____ his employees' health care as an important company responsibility.
 ____ A. scraped together ____ C. steered clear of
 ____ B. taken on ____ D. surpassed
5. Schultz's father was injured in a fall. Schultz saw the hardship when his father lost his _____.
 ____ A. burden ____ C. compensation
 ____ B. benevolence ____ D. subsidy

2.2 Read the letter of resignation to the owner of Café Arrivé. Use the words from the box to fill in the blanks. Not all of the words will be used.

benevolence	envisage	prosper	scrape together
burden	insipid	retain	subsidy

Dear James,

I'm writing to give you my two weeks' notice. After all, I'll be returning to the university to try to get my degree. Thanks to you, I've been able to _____
 1. enough money to make a deposit on an apartment near the school. I really appreciate your _____
 2. over the past few years, especially in giving me sick days and time off when I needed it. I think that Café Arrivé is really going to _____
 3. , and I _____
 4. a new Café Arrivé on every street corner some day! Even so, I hope the store will _____
 5. the "homey feeling" that it has now.

Thanks,

Alyssa

PART 3: SKILLS FOR WRITING**3.1** Complete the sentences with the infinitive or gerund form of the verb in parentheses.

Many Americans do not have the opportunity to buy health care
(buy)
for themselves or their families.

1. Many unionized workers insist on _____ their health insurance
(have)
paid by the employer.
2. Newcomers to the United States can't figure out how to deal with
_____ a health plan or understanding their coverage once
(choose)
they do.
3. It is easy _____ why the rest of the world is shocked by the U.S.
(understand)
health care system.
4. Many Americans have trouble _____ such a sorry situation.
(defend)
5. They hope _____ the health insurance they need when they
(have)
get sick.
6. But many Americans worry about _____ their jobs and their
(lose)
health insurance.

3.2 Read the letter. Then write the letter of the correct transitional sentence for each blank. You will not use all of the sentences.

- A. Because of this problem, I have to return the lawnmower.
- B. The blade was not sharp.
- C. I opened the box and saw that there were no instructions included.
- D. Despite your store's good reputation, you sold me a damaged product.

Dear Customer Service:

I recently bought a lawnmower from your store. When I tried to start it, the engine did not work. I checked the oil and the gas and could not see a problem. I tried to

start it again, and smoke poured out of the engine. _____ I did not expect such poor
1. quality from your company.

_____ However, I no longer have a car, and I can't bring it back to the store. Can
2. you please send someone to pick it up? I hope to hear from you soon.

Regards,

Kathleen Perry

- A. The town needs this company to employ many of its citizens.
- B. Whether the building needs more windows or not, the company needs to address the issue of improvement.
- C. Last week the water pipes broke in the first-floor restroom.
- D. But fixing this problem is not enough.

Dear Management:

Central Information is a large company with hundreds of employees, but the building is old and needs to be more modern. Many people will not work there because very few of the offices have windows. _____ People find the artificial lights
3. too harsh and the air quality poor. _____ Central Information also pays low wages
4. compared to similar companies in the area. If the company invests money in the building and increases wages, it will have a chance of staying in business.

Sincerely,

Paul Jones
Consultant

PART 4: WRITING

An Essay Showing Advantages and Disadvantages (20 minutes)

Write an essay of four to five paragraphs that discusses the advantages and disadvantages for a company of providing health insurance to employees.

- Include a thesis statement that tells whether the advantages or the disadvantages are stronger.
- State the topics you will talk about in the thesis statement.
- Add transitional sentences that show logical connections between ideas.
- Use the vocabulary and grammar from Unit 7.

Unit 7 Vocabulary Words			
benevolence	envisage	mindful	steer clear of
blasted	flop	prosper	subsidy
burden	insipid	retain	surpass
compensation	lobby	scrape together	take on
Unit 7 Grammar: Specific Uses of Infinitives and Gerunds			
[infinitive]			
• It is difficult to envision another Starbucks in Seattle.			
[gerund]			
• If one opens, I will have no difficulty drinking coffee there.			