

**Deutsch 301 • Herbstsemester 2013**  
**Sitzung Nr. 15 • 19.11. • Tagesordnung • assignment & deadlines**

Vorige Sitzung: Vokabeln

free - frei (unoccupied); kostenlos (free of charge); gratis (free of charge); umsonst (free of charge, BUT also "in vain"); kostenlos can be used as an adjective before a noun, but gratis and umsonst cannot;
procrastinate - zögern (hesitate), zaudern (vacillate); postpone - verschieben
-behindert - covers disabled, challenged, etc.; gehbehindert - difficulty walking
save - sparen (money), speichern (data), retten (lives, souls), aufheben (keep, not throw away)
give - geben (general); schenken - give a present; verschenken - give away (samples, etc.); spenden - donate (blood, money)
independent - unabhängig (general, political); selbständig - on one's own (independent of parents, etc.); auf eigenen Füßen - on one's own two feet; freiberuflich - free-lance; alleinstehend - independent of ophther relationship (alleinstehender Elternteil - single parent0
sex - Sex (act); Geschlecht (male, female); Geschlechtsverkehr - intercourse;

Unterlagen u. Grafiken [Zahlen in () beziehen sich auf meine Datenbanksammlung]

Schlüsselwort/begriff des Tages / der Woche

Ausbildung u. Fachkenntnisse

lernen - learn, study (work at studying)	unterrichten - instruct, teach	zeigen- show
beibringen - teach (a skill that involves physical learning or no thinking)	Ahnung - idea (inkling)	machen - make, do
lehren - teach, give instruction; jemanden + verb + lehren = teach someone to verb	belehren - to give a lesson to (also in wisdom, life, etc.)	jemanden eines besseren belehren - to teach someone thing (by school of hard knocks, mistakes, etc.)
tun - do (important things); behave (act)	produzieren - produce	herstellen - manufacture
zuerst - first, initially	zunächst - next (step)	zuletzt - lastly
anfangen - begin	weiter+verb - keep verb-ing	aufhören - stop
indem man+ verb - by verb-ing (similar with bevor / nachdem - before verb-ing, after verb-ing)	aufpassen - watch out	prüfen - check, examine
achten auf X- pay attention to X	vorsichtig sein, dass - be careful that	nicht vergessen + zu + verb - remember to + verb

Schwerpunkte (Zeichenerklärung)

- SmallTalk: Wie es unseren Familien / Freunden geht

- Gespräch: Familie u. Freunde - Was für eine Rolle spielt das in unseren Zukunftsplänen, und in welcher Bedeutung? Nächste Themen: Reisen, Sprachen, Glück (bei der Arbeit, im Leben)
- Gespräch: Unsere Selbstbiografien: Wer hat uns im Leben geholfen? Was lernen wir / haben wir von wem gelernt? Beispiele: Autofahren, Radfahren, Computer, Handy usw. benutzen. Und jetzt wenden wir unsere Sprachkenntnisse an! **Wir kneten Krawatten!**
- Weiter über SpeakEasy (Firmenwebsite) - Unsere Karten gehen jetzt in die Geschäfte. Wir entwerfen neue Kartenarten. (Es hat uns geholfen, die Konkurrenz zu untersuchen, z.B. <http://www.ekartenwelt.de/k-feier-allgemein>)
- Übung: Teamarbeit; unsere Mitarbeiter - was sind das (nicht) für Leute, und was tun sie (nicht)?
- Einführung: Kenntnisse u. Fähigkeiten, die man häufig am Arbeitsplatz / in der Firma / (und auch bei SpeakEasy) braucht (skills inventory 0018)
- Gesundheit: Unfälle, Verletzung, Narben (Bildwörterbuch: Skelett); Unsere Krankheiten und Verletzungen (BITTE: "Als wann wenn ich 12 Jahre alt war..."; Ratgeber Kinderkrankheiten (Stern))
- nächste schriftl. Aufgabe: **Meine Persönlichkeit**; Familie: wem ähneln wir / sind wir ähnlich? (Der Apfel fällt nicht weit vom Baum [Fladen... Ochsen])
- The helpful search word "Muster" (model - also: Vorlage): **Bewerbung - job application; model love letters**
- Wrap up: We're almost 75% through the course; how many stars should you get?

### Aufgabe(n)

- Aufgabe: **Meine Persönlichkeit** (fällig: 26.11.)

### Vorbereitung auf die nächste(n) Stunde(n)

- Read (over weeks 7 and 8) Nees "Germany: Unraveling an Enigma" Chapter 6: "Building Better Business Relationships" (later we'll come back to Chapter 5, which is more general). As always, draw comparisons to American culture or, rather, the subset(s) of American culture you know about. and to other cultures you may have experienced. Example: Do you think DACH companies have "casual Friday"?

### Vorschau auf die nächste(n) Aufgabe(n) und Sitzung(en)

- Soon we'll be talking about the everyday working world: behaviors, skills, people, and a touch of the higher-level areas like pay, fringe benefits, etc. If you feel you lack experience in the working world, talk to other people who do have it.
- Upcoming: a reading & translation assignment about manners and other behaviors in the German-speaking work environment.
- More about Knigge and other sources of advice
- Describing and demonstrating a career-related skill
- Upcoming: a reading & translation assignment about manners and other behaviors in the German-speaking work environment.
- Upcoming: research about a startup company or German Schülerfirma
- Upcoming: info about scholarships and German-related job opportunities
- **Wir entwickeln, zeigen und belegen eine Fachkenntnis**
- Wir besuchen und untersuchen einige Firmen, als Vorbereitung auf die nächsten schriftlichen Aufgaben:

eine Tischlerei (**Johann Rohregg**); ein Haus- und Gartenfachhandel (**Schoell**); ein Großkonzern (**Kaufhof**), mit Auskünften über Karriere, Jobs und Praktika, und eine **Selbstbeschreibung** von einem, der bei Kaufhof Arbeit fand

Datum:

Name:

## Bewertungsblatt: Meine praktischen Kenntnisse und Fähigkeiten

	Niveau	Beispiel: Textverarbeitung
<b>6</b>	<b>musterhaft</b> Ich verfüge über Profikennnisse und kann andere Kollegen ausbilden.	Ich benutze, häufig ohne daran zu denken, eine breite Anzahl typografischer Mittel, um Texte vieler verschiedener Arten zu gestalten, z.B., Visitenkarten, Broschüren, CD-Etiketten, Posters, Buchveröffentlichungen mit importierten Mediendateien. Ich greife zur "Hilfe" äußerst selten.
<b>5</b>	<b>ausgezeichnet</b> Ich verfüge über viele Kenntnisse.	Niveau 6, aber gelegentlich langsam und mit "Hilfe."
<b>4</b>	<b>ausreichend</b> Ich verfüge über im Beruf brauchbare Kenntnisse	Ich schreibe oft längere Dokumente von mehreren verschiedenen Arten, und gestalte meine Texte mit verschiedenen typografischen Mitteln, damit die Dokumentarten voneinander gut unterschieden werden können. Ich tippe schnell und genau.
<b>3</b>	<b>lückenhaft</b> Meine Kenntnisse taugen zu einfachen Privatzwecken.	Ich schreibe längere aber nur einfach gestaltete Dokumente, oder kurze Texte mit Änderungen, die über Menübildchen ausgeführt werden. Für mich ist der Textverarbeiter im wesentlichen nichts anderes als eine Schreibmaschine.
<b>2</b>	<b>mangelhaft</b> Ich verfüge über sehr einfache Grundkenntnisse.	Ich bringe nur den reinen Text, fast ohne typografische Gestaltung (z.B., einfache Änderung der Schriftgröße, Randänderungen mit Tab-Taste). Meine Dokumente sehen wie Email-texte aus. Ich tippe aber relativ schnell und genau.
<b>1</b>	<b>sehr mangelhaft</b> Ich verstehe einige Grundbegriffe und kann einige einfache Tätigkeiten ausüben.	Ich bringe nur den reinen Text, ohne typografische Gestaltung, und mit viel Mühe und Angst. Ich benutze nur eine Schriftart, in einer Größe. Meine Dokumente sehen wie Email-texte aus. Ich tippe langsam und mit vielen Fehlern.
<b>0</b>	<b>total unentwickelt</b> Ich verfüge auch nicht über die geringsten Kenntnisse.	Selbst eine Email habe ich noch nicht getippt.

Bereich	Niveau	Ausbildung u. Erfahrung (Kurse, Arbeit)
Textverarbeitung		
Datenbankdatei-Verarbeitung		
Tonverarbeitung		
Grafikverarbeitung		
Website-Gestaltung		
Marktforschung		
Vermarktung		
Produktionsvorgänge		
Ausstellung u. Präsentation		
Personalverwaltung		
Büroverwaltung		
Buchführung		

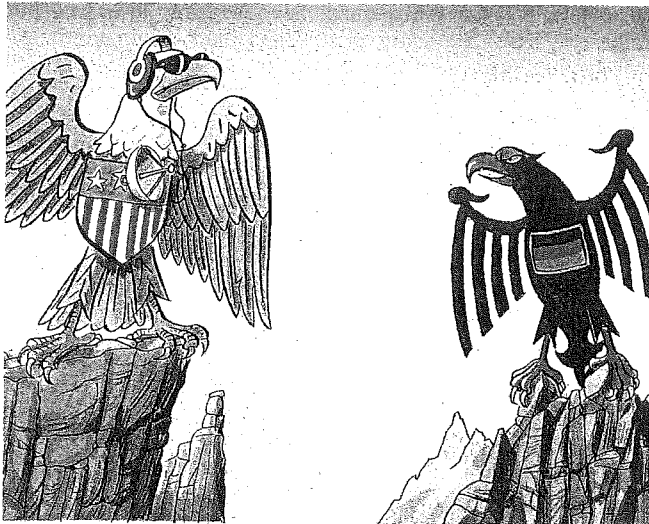
## Aufgabe: Meine Persönlichkeit

last modified:  
11/18/13

• Topic: Your personality, other people's personalities and behaviors, and how that relates to your feelings about the workplace and your career. Read the questionnaire "Die 'Big Five' Persönlichkeitstest" and write a one-page (=300 words or so) description of your personality, with particular attention to how that relates to job and career preparation and activity. Specific things to address: How your personality has helped (or not) in your studies, how you interact with other people, how your strengths can make you a more employable and even happier person. Try to discuss 5 or more distinct features. For THREE of those features, give a concrete example of your thoughts and actions. ONE of those examples must be from the past, rather than from your present situation and work/study activity. It may help you to choose, perhaps from the "Persönlichkeitstest", a personality descriptor (zurückhaltend, vielseitig) and do an internet search on that feature in combination with "ich über mich", to find a web page of someone perhaps like yourself, whose language you can then plunder. To steer away from dating/ companionship sites you might add some "filter" words, like "Lebenslauf" (résumé) and references to job titles or specific interests. Here are two examples: thumbnail self-descriptions from a youth group; the detailed biostatement of a woman who writes children's books. We may use part of her text as a translation assignment.

## Charlemagne | Falling out of love

Germany is disheartened by America, its one-time mentor, protector and role model



**EDWARD SNOWDEN** makes a perfect hero for some Germans. As a former contractor of an American spy agency who has been divulging its excesses, he is a “good American” who makes some of his compatriots look like “ugly Americans”. He thus taps into both of the archetypes that Germans have long held about their most important ally. Mr Snowden also placed his own sense of morality above that of his government at the risk of being deemed a traitor. To Germans, who remember two dictatorships in one long lifetime, that is heroism.

So it is not surprising that many Germans are now pleading with Angela Merkel, the chancellor, to grant Mr Snowden asylum. (His exile in Russia will expire next year.) On October 31st Mr Snowden met Hans-Christian Ströbele, a German politician from the Green party’s “fundamentalist” faction, at an undisclosed location in Moscow and hinted that he would testify in Germany about American snooping against Germans if Germany promised not to extradite him to America.

Most on Germany’s left and some on the right can’t wait to welcome him. *Die Linke*, a far-left party, wants a vote of parliament to force Mrs Merkel to give Mr Snowden immunity as a witness. *Der Spiegel*, a magazine, lists 51 German celebrities chiming in, with several even suggesting him for a Nobel Peace Prize.

Legally, say scholars, Germany could refuse America’s demand for extradition if it declared Mr Snowden’s acts “political”. But everybody knows that this would be an unprecedented affront in the relationship with America. Its post-war nadir so far was the refusal by Gerhard Schröder, Mrs Merkel’s predecessor, to support America’s war in Iraq. Granting safe haven to Mr Snowden would mark another step down.

This is why the one woman who has the most right to be offended by American snooping seems hesitant to go that far. Mrs Merkel recently learned that the Americans tapped her mobile phone from 2002 until this summer. On October 23rd she spoke on the phone to Barack Obama, America’s president, in a tone that for a woman of her self-control passes for anger. But her spokesman has since said that “the transatlantic alliance remains of utmost importance to us Germans.”

That alliance (many Germans no longer call it a friendship) was always complicated. Germans have yearned for America

since they migrated there *en masse* in the 19th century. Those who stayed behind dreamed of it—as did Karl May, an author who romanticised the Wild West more than a century ago. Germans still remember the Berlin airlift of 1948-49, when American “raisin bombers” fed and saved West Berlin. This summer they enthusiastically commemorated the 50th anniversary of John F. Kennedy’s visit to Berlin. They continue to admire George Bush senior for his effort to make German unification succeed in 1990.

The desirable America stood for blue jeans, chewing gum and Elvis in German eyes, but also for democracy, freedom and rule of law—and the Germans were America’s most eager pupils. American soldiers and bombs (the nuclear B-61s are still stationed in Germany and may be updated soon) also meant protection against communism and other evils. Only under this aegis were Germans able to build their new post-war identity as pacifist *Gutmenschen* (good humans), says John Kornblum, a former American ambassador to Germany.

But Germans, especially on the left, always had a concomitant image of the ugly American. That America sprayed Agent Orange in Vietnam, water-boarded prisoners in the war on terror and now executes human beings by drone strike. It practises mass-incarceration at home and the unlawful sort in Guantánamo Bay. Its capitalism is ruthless, its demeanour toward allies arrogant. When ugly America eavesdrops from its embassy roof next to the Brandenburg Gate, it tells Germans that, 23 years after they formally regained their sovereignty, America remains an occupying force. When it then harangues its ally, as it just did in a badly timed report that blamed Germany’s current-account surpluses for the economic ills of Europe, Germans feel fed up.

Mrs Merkel embodies the clash of these sentiments. Raised in communist East Germany, she loathed the spying of that regime on its own people and yearned for a freedom that she associated with America. She still raves with unusual passion about a long-ago trip to San Diego. At least since 2011, when Mr Obama presented her with America’s highest honour, the presidential medal of freedom, she thought the respect was somewhat mutual.

### Let down by a friend

Now Mrs Merkel feels betrayed, as many ordinary Germans do since hearing of America’s indiscriminate grabs of their electronic communications. The emotion that runs through this public debate means that Mrs Merkel can no longer simply drop the subject. The German delegations commuting between Berlin and Washington must produce hard agreements of how Germany and America are to treat each other in future.

And beyond that? Mrs Merkel, like most Germans, understands that her rage is largely impotent. If she “punished” America by suspending talks about a transatlantic free-trade area, she would punish Europe and Germany at least as much in lost jobs and prosperity. If she questioned America’s military aegis, she would expose German unwillingness to lead militarily or diplomatically. Worst of all, Vladimir Putin, the Russian president who is Mr Snowden’s host, would celebrate as he moved a step closer to his goal of driving a wedge between Western powers.

Mrs Merkel will therefore do neither, and Germans will understand. They may hear Mr Snowden’s testimony—from Russia. They will be deeply hurt by what he says. They will protest. Then they will continue to love-hate America as they always have. ■

tion is already bearing fruit. "There's been a very healthy two-way cross-selling opportunity," says Mike Canning of Deloitte.

Nonetheless, Booz's leadership still faces a hard sell to get the deal passed. In 2010 the company's partners voted down a proposed merger with A.T. Kearney, another mid-sized strategy firm. This marriage involves far more risks. A significant number of Booz's clients would immediately be in doubt because PwC audits them—strategy consulting for audit clients is banned in many countries, and even where it is legal it is frowned upon (not least in America). Since the Big Four are structured as associations of national partnerships, Booz's staff would probably end up being divided by country, hindering the global co-operation that many big clients seek.

Most important, each of Booz's 300 partners would have to trade meaningful sway over the direction of a highly profitable firm for a minuscule stake in a diversified, lower-margin empire. If the sale is approved, the test of its success will come in a few years, after Booz's partners receive their full payout and can head off. An exodus would leave PwC empty-handed.

The Big Four are also running a risk far greater than the cost of their purchases. A decade ago they placated regulators by retreating from advisory work. High-profile deals like the Booz-PwC tie-up put the conflict of interest between auditing and consulting back in the spotlight: after it was announced, Arthur Levitt, a former head of America's Securities and Exchange Commission, warned that the firms were "slipping back" towards old, bad habits. Any gains from pushing into strategy work might end up being outweighed by the cost of another regulatory crackdown. ■

#### German carmakers

## Stuck in third

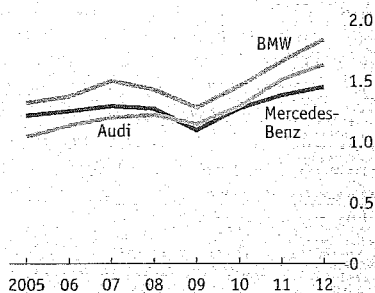
### Daimler is set to keep chugging down the Autobahn behind BMW and Audi

AS A corporate motto, "The best or nothing" has a timeless quality. Gottlieb Daimler pasted it on the wall as he went about inventing the modern car in the late 19th century. In 2010 the firm that bears his name adopted it as a slogan. It was as badly timed as a misfiring engine. Mercedes-Benz, Daimler's car division, already trailing BMW in terms of sales and profitability, saw another German premium carmaker, Audi, also start to pull away in the same year (see chart). Yet this year Daimler's shares have surged by 40%, persuading optimists that the firm is catching up. This week it said its worldwide sales in October



#### Overtaken

Worldwide car sales, m



Source: Company reports

had risen 15% year-on-year to a new record.

Dieter Zetsche, Daimler's boss, is confident. At the Frankfurt motor show in September he reiterated that his firm can become the world's top premium carmaker by 2020, helped by the launch of a fleet of new models. Before this year's rally, Daimler's shares were roughly where they were when Mr Zetsche took over in 2006, whereas BMW's had doubled.

Mr Zetsche has completed Daimler's return to its core business of making premium cars after years of costly errors. An attempt in the 1990s to turn it into a transport conglomerate, adding planes, trains and even spaceships to the mix, had ended in failure. Mr Zetsche presided over the demise of Daimler's stab at becoming a global car giant by merging with Chrysler and allying with Mitsubishi and Hyundai. He sold the American carmaker at a spanking loss, the year after he took over. Fiat of Italy now controls it.

These activities had distracted Daimler from the business of making classy cars. The entry-level A Class, introduced in 1997 and intended to induce a new generation to the Mercedes brand, was a flop; Smart, a frugal city car, was a financial disaster. A dull mid-range E Class failed to meet buyers' expectations of a luxury barge. Worse still, the reliability of its cars fell and its reputation for engineering excellence waned.

In the past couple of years Daimler has issued profit warnings even as pricey cars have prospered, outgrowing the market as

a whole. Mercedes's image as a car for the grey-haired has held it back. By concentrating its efforts on saloons, it missed out as BMW and Audi grabbed a share of the hottest new part of the market—SUVs. Meanwhile those competitors also stretched the definition of a premium-segment car by introducing luxurious smaller models.

Daimler is now trying to put that right with its new models. The new GLA, launched at Frankfurt, and a GLK, set for the roads in 2015, will at last give smaller BMW X Series and Audi Q range SUVs some serious competition. In small cars the CLA, a pint-size saloon, is in a niche of its own. The launch of new models in the range-topping S Class will also boost sales.

Daimler is following BMW and Audi in making a broader range of vehicles to suit more tastes. It should improve profitability, which has lagged the consistent 9-10% margins of its two rivals, by reducing its main platforms, the basic underpinnings of its vehicles, from four to two. More standardisation and common parts, and faster development times for new models, should lower costs. But BMW and Audi have similar plans and may well do a better job. Both of Daimler's German rivals have a more efficient workforce that toils for lower pay. BMW sells 30% more cars with the same number of workers, says Morgan Stanley, a bank.

In China, the world's biggest market for cars of all price brackets, Daimler arrived late and entered a joint venture with a local firm (as the government requires) on unfavourable terms. BMW outsells Mercedes by 70%; Audi sells twice as many cars. But Daimler has now tidied up a messy dealership network in which outlets selling imports and ones selling locally made cars had competed with each other. Now it needs to speed up the opening of new showrooms in smaller inland cities.

Daimler's technology, the key to meeting increasingly strict emissions targets, also lags its rivals'. BMW has left it standing with the launch of its new range of electric cars. Catching up will be hard. BMW, controlled by the Quandt family, has steady leadership that can back long-term research and development. Audi can draw on the vast resources of its parent, VW. Harald Hendrikse of Nomura, a bank, sees Mercedes, more sensitive to the whims of investors and the quarterly reporting cycle, as more short-termist and conservative.

Despite its bumpy ride Daimler still has a strong brand and decent revenues from cars as well as a solid truck, van and bus business. And compared with the rest of the global car industry it is nicely profitable. Critics say that Daimler's bosses are a little disconnected from reality in claiming that the firm will one day lead the pack again. But it is probably a better management ploy than sticking up a sign saying "Third-best or nothing". ■