

**Deutsch 301 • Herbstsemester 2014**  
**Sitzung Nr. 10 • 30.10. • Tagesordnung • assignments & deadlines**

Vorige Sitzung: Vokabeln (werden in der nächsten Sitzung geübt)

verlangen - ask (request, desire)	verarbeiten - process	bearbeiten - work on, modify
Textverarbeitung - word processing	Lösung - answer (solution to a problem)	Panne - malfunction
fliehen - flee	Zufall - accident (chance happening)	Unfall - accident (mishap)
rechnen - calculate	umrechnen - recalculate, convert	Unglück - disaster
sich verrechnen - miscalculate		entfliehen - escape capture, evade

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

**Kursbeschreibung**

**Fischer-Richardson, German Reference Grammar and Bildwörterbuch**

**Nees, Greg. "Germany: Unraveling and Enigma" (Amazon site and preview of chapter 1)**

**Schlüsselwort/begriff des Tages / der Woche**

Sprachkompetenzen u. Sprachstudium, verwandter Hintergrund • language proficiency and background

Kenntnisse - knowledge	mündlich - oral	schriftlich - writing (in writing)
Hörverständnis - listening comprehension	sich ausdrücken - express oneself	sich verständigen - make oneself understood
versuchen - attempt	zum Teil - partially	fließend - fluent(ly)
Schwierigkeit - difficulty	einfach - simple/ simply	Gespräch - conversation
Wortschatz - vocabulary (collectively)	Vokabeln - vocabulary words	klar - clear(ly)

**common office technology - things and actions**

Computer, Rechner, Taschenrechner, Laptop - kinds of computers/ calculators	Handy - cell phone	Drucker - printer
Laufwerk - (disk) drive	Speicherung - storage, memory	(Bild)Schirm, Monitor - screen
Maus - mouse	_____ - trackpad	Tastbrett - keyboard
Taste - key		
drücken - press / drucken - print	wählen - select, dial	kopieren - copy
inserieren - insert	löschen - delete	speichern - save
scrollen (herunter, hinunter, herauf, hinauf) - scroll (up, down)	ziehen (herunter, etc.) - pull (down)	anklicken - click on

## Schwerpunkte (Zeichenerklärung)

- **SmallTalk**: wie halten wir lange Klassenstunden aus? Was machen wir in den Pausen?
- **Übung**: Weiter zur Schulung und Ausbildung: wieviel kostet Ihr Studium? Von wo/wem kommt/kam die Unterstützung?
- **SpeakEasy**: unser Geld, unsere Kosten; ein wenig Marktforschung – ob Sie Grußkarten kaufen, wieviel Sie ausgeben würden
- **Ihre Persönlichkeit**: 1) Haupteigenschaften – die Gruppe schlägt Vokabeln vor ("Mein Freund / Meine Tante ist... [freundlich...]"; 2) Stärken u. Schwächen, besonders was Studium und Arbeit betrifft – was sind wir (nicht)? Was können und. mögen wir (nicht)? Einzelheiten, subjektive Bewertungen – "Welcher Beruf passt zu Ihnen?" - Quelle Department Store document (0086)
- **Debriefing**: a) targets of the Übung: bekdujft, npebmt, "xfoo"; b) the skill of circumlocution; Übung: Wir versuchen, auf deutsch (und ohne direkte Übersetzung, bitte!) folgende verschiedene Eigenschaften auszudrücken (erklären, beschreiben): **Liste Englisch**
- **Vico Torriani (Tondatei)**, der Allround-Entertainer, erzählt seine Lebensgeschichte und wie er seinen Beruf fand (**Abschrift**)
- **Debriefing**: learning how to relate German to employment: a) your job skills; b) your business experience (or that of someone you know); generic Advanced vocabulary vs. "business" vocabulary; checks of generic Advanced vocabulary vs. "business" vocabulary (room parts; basic office equipment/ home tools; office processes; business / legal vocabulary – **Mjtuf**)
- **Übung**: Wie gerade oben: Ihre praktischen Kenntnisse; Ihre Geschäftserfahrung(en); Zeitangaben (wann, wie lange; vor/nach; -lang;"for"; schon / noch). Bitte versuchen Sie, Gebrauch von den verschiedenen deutschen Lebensläufen (s. oben) zu machen!
- **Ihr Studium und Ihre Arbeitserfahrung(en)** – Können Sie die ganze Geschichte in einer einzigen Rede von etwa 5 aufeinanderfolgenden Sätzen zusammenfassen? **Modell**: Vorstellungsgespräch, wo Sie Ihren Lebenslauf mündlich sagen. Bitte versuchen Sie, Gebrauch von den verschiedenen deutschen Lebensläufen (s. oben) zu machen! **Vokabeln**: besuchen, Studium, Schuljahr, Abschluß / abschließen, Noten, Kenntnisse, Fächer
- **Vielleicht Übung**: Wie bedient man das Handy / das iPad (...nicht)? iPhone Benutzerhandbuch (Auszug: Blick): **deutsch • englisch**; auch **Infoblatt Nr. 8**

Debriefing after Tablet / Computer activity: So they all know English - how do they learn it? How long does it take them? How good is their English really?

- **When is a laptop not a laptop?: "Denglish"**
- **Discussion of first part Nees book**: How does the German sense of location, place, geography compare to ours? Heimat, Nord/Ost/Süd/West, Küste, Meer, Berge, Flüsse, Grenzen. (aber: A! CH!)
- **Stärken und Schwächen von Übersetzungsanwendungen "LordMason"** (und in der **Computerübersetzung**);
- **Wrap up**: current (and past!) **assignments**, preview of assignments for rest of quarter;

## Aufgabe(n)

- **Schriftliche Aufgabe: Meine Deutschkenntnisse**
- **Read Nees "Germany: Unraveling an Enigma" Chapter 2 "Who Are the Germans?"** (including "The Essentials of Modern German History". Study helps: 1) try to think up **American equivalents of major features / facts of German identity and history**; 2) ponder the **psychological differences that might reflect the differences in large contours between German and American history and political organization**. A big help here are the sections "Germany: A Patchwork Country" and "North-South Axis". Expect to read a chapter of Nees every week for the rest of the quarter.

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

- Begin searching, using (quoted) "ich über mich" and smart keywords, for a person in the German-speaking world who shares your educational, career, and even personal interests. This is preparation for assignments where you will translate that person's résumé and use its vocabulary to enrich your own résumé in German.
- Consider the various factors that influence our choices about workplace and career: family, location, money, personal interests (and many more); each week we will discuss one or two of these factors.

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

- Our current large topic is "General and Career Skills and Educational Background / Work Experience": Think systematically about the workplace / professional skills you have or want to have, both for your intended occupation, and what might be of use to the "SpeakEasy" part of our course. Start gathering the vocabulary to name and describe them; best way is to find real web pages about real people (try combining the skill with "über mich" or "Lebenslauf" or "Ausbildung")
- Knigge intro; RG; SGs; voc check; Walk thru Nees; culture E or G, with ex of assignment
- Wir beschreiben einige SpeakEasy-Grußkarten (Gruppen besprechen ihre Grußkarten, beschreiben sie dann, lernen Wortschatz: Blatt, Textformatierung, Drucken)

# QUELLE.

## ■ Test it! Welcher Beruf passt zu Ihnen?

Noch keine konkrete Vorstellung über Ihre berufliche Zukunft?

Nehmen Sie sich 5 Minuten Zeit und kreuzen Sie die Antworten an, die Ihre Person am genauesten beschreiben. Mehrfachnennungen sind möglich. Aber - seien Sie ehrlich und realistisch!

1. Ich bin eher ein...

- A  analytischer Typ
- B  kommunikativer Typ
- C  offener, kreativer Typ
- D  organisatorischer Typ

2. Ich verfüge über Teamfähigkeit und...

- A  Überzeugungskraft
- B  Abstraktionsvermögen
- C  sprachliches Ausdrucksvermögen
- D  Problemlösungsfähigkeit

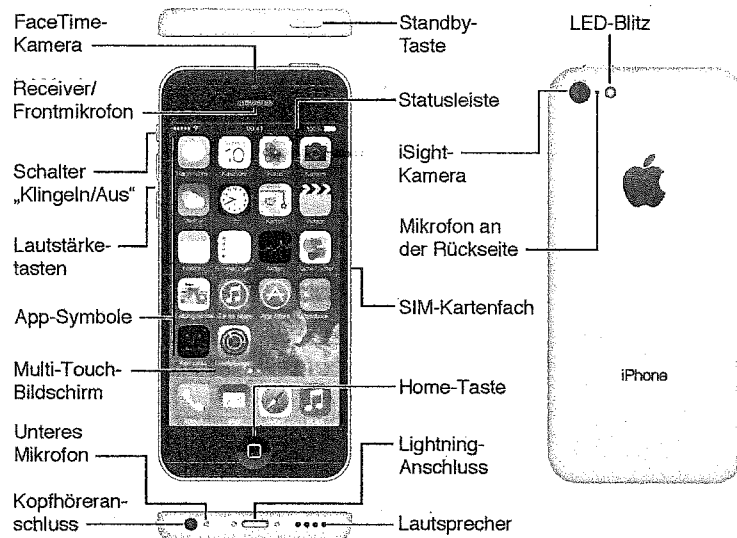
3. Außerdem...

- A  besitze ich Verhandlungsgeschick und Organisationstalent
- B  habe ich grafisches Geschick und Gespür für aktuelle Trends
- C  bin ich aufgeschlossen und entscheidungsfreudig
- D  kann ich in Zusammenhängen und Strukturen denken

4. Und ich kann...

- A  strukturiert und zielorientiert arbeiten
- B  zielstrebig und verantwortungsbewusst handeln
- C  Kontaktfreude und Engagement vorweisen
- D  unternehmerisch denken und besitze eine hohe Verantwortungsbereitschaft

## iPhone 5c

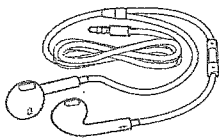


Die Apps und Funktionen auf Ihrem iPhone können abhängig von dem iPhone-Modell, das Sie besitzen, sowie Ihrem Ort, Ihrer Sprache und Ihrem Netzanbieter variieren. Unter [www.apple.com/de/ios/feature-availability](http://www.apple.com/de/ios/feature-availability) sehen Sie, welche Funktionen in Ihrer Region unterstützt werden.

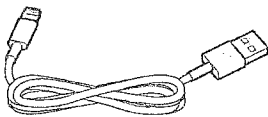
**Hinweis:** Durch Apps, mit denen Sie Daten über das Telefonnetz empfangen oder verschicken, können zusätzliche Gebühren anfallen. Setzen Sie sich mit Ihrem Anbieter in Verbindung, wenn Sie Informationen über den Mobilfunkvertrag für Ihr iPhone und eventuell anfallende Gebühren benötigen.

## Zubehör

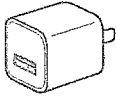
Folgendes Zubehör ist im Lieferumfang des iPhone enthalten:



**Apple-Headset:** Mit den Apple EarPods (iPhone 5 oder neuere Modelle) oder den Apple Earphones (iPhone 4S oder ältere Modelle), beide mit Fernbedienung und Mikrofon, können Sie Musiktitel und den Ton von Videos anhören und Telefonate führen. Weitere Informationen finden Sie unter **Verwenden eines Apple-Headset** auf Seite 38.



**Verbindungskabel:** Schließen Sie Ihr iPhone über das Lightning-auf-USB-Kabel (iPhone 5 und neuere Modelle) oder das 30-Pin-auf-USB-Kabel (iPhone 4S und ältere Modelle) zum Synchronisieren und Aufladen an Ihren Computer an.



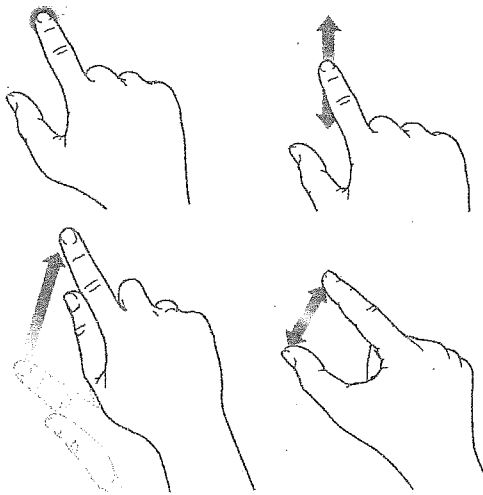
**Apple-USB-Netzteil:** Verwenden Sie zum Aufladen der Batterie in Ihrem iPhone das Lightning-auf-USB-Kabel oder das 30-Pin-auf-USB-Kabel.



**Werkzeug zum Auswerfen der SIM-Karte:** Mit diesem Werkzeug können Sie das SIM-Kartenfach öffnen und die SIM-Karte auswerfen. (Dieses Werkzeug ist nicht in allen Regionen verfügbar.)

## Multi-Touch-Display

Mit dem brillanten Multi-Touch-Display haben Sie eine Welt an Informationen, Entertainment und Kreativität zur Hand. Eine Handvoll einfacher Gesten (Tippen, Beweg-, Streich- oder Ziehbewegungen sowie Auf- und Zuziehen) sind alles, was Sie für das Erkunden und Verwenden von iPhone-Apps brauchen.



adjust our English according to the various people we engage with. How?

### 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.

0044

### Sprachkenntnisse

Mein Deutschkenntnisse ist "Advanced Low." Ich kann über Schule, Freizeit, Arbeit und Familie sprechen. Ich spreche über aktuelle Ereignisse gern. Ich kann mit Lehrers und Freunde viel gern sprechen. Ich weiss das Präsens und das Präteritum viel gern.

Ich spreche gut mit andere Leute aber ich habe Problem mit Dialekt. Wann ich mit meine Deutsche Freund spreche kann ich nicht ihre Dialekt verstehen. Sie spricht sehr schnell auch. Dass ist ein bisschen Problem für mich aber ich verstehe sie.

Deutsch ist schwer für mich wann ich muss eine Gespräch anfangen. Aber ich kann eine Gespräch anfangen wenn das Gespräch ist einfach. Ich muss mehr Deutsch ausser Deutsch Klasse sprechen. Ich muss mehr Wortschatz auch lernen.

Ich kann Deutsch viel gern verstehen. Ich verstehe andere Deutsch Sprechers verstehen und ich kann Heimat Sprechers auch verstehen.

Corporate tax deals

# A bit too cosy?

Multinationals' deals with tax-friendly countries are coming under fire

IN 2002 Europe's then competition commissioner, Mario Monti, noted that tax breaks differ from "classical" state aid in that governments forgo revenue rather than paying out money. This makes tax-based aid an "appealing mechanism" for them, as it "in some senses is 'off-balance-sheet'...hidden from view in the depths of complex fiscal-law frameworks."

This year the European Commission has been exploring those dark recesses to establish whether multinationals' arrangements with tax-friendly Ireland, Luxembourg and the Netherlands amount to illegal subsidies. For the three companies targeted so far (Apple, Fiat and Starbucks), and for the many others that routinely engage in complex tax-planning, the probes have taken the crackdown on cheeky tax avoidance into uncomfortable new territory—where the threat is not only to corporate reputations but to bottom lines too.

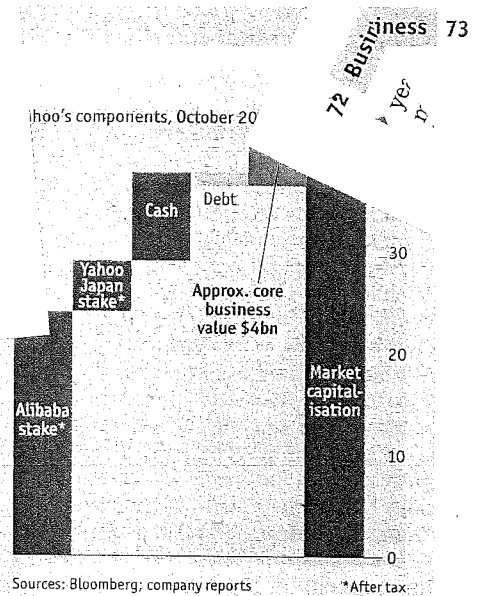
The investigation into Apple, details of which were released this week, focuses on deals struck with Ireland in 1991 and 2007. Citing minutes of meetings between Apple's tax advisers and officials, the commission suggests they reached a quid pro quo in which the company was allowed to shelter profits from tax in return for maintaining jobs. The suspected mechanism was "transfer pricing" agreements that deviated from international accounting guidelines, which require transactions between group subsidiaries to be priced at market rates. The costs attributable to one Irish subsidiary appear to have been "reverse-engineered" to arrive at a certain level of taxable income with "no economic basis", says the commission.

If, as looks likely, it concludes that Apple's deal did amount to illegal aid, the company could be ordered to repay up to 10 years' worth of the savings, plus interest. That could run into billions of euros. "Using state-aid powers to claw back tax savings makes the powers of the ordinary tax inspector look benign," says Bertold Bär-Bouyssiére of DLA Piper, a law firm. If so, the Irish government could be in the enviable position of being obliged to accept a huge tax windfall.

The commission's analysis is vulnerable to counterattack. The deals were struck before the OECD's transfer-pricing guidelines formally took effect, in 2010. The profit margins that were supposedly reverse-engineered were no lower than a contract manufacturer would expect, say

## Yahoo's true value

Why keep holding the *Ersatz* if the real thing? Before Alibaba went public in September, one way of exposure to the Chinese internet was to hold shares in Yahoo's web portal, which has a large stake in Alibaba. Now investors can get their Alibaba exposure directly, Yahoo's market cap has slipped to \$40 billion. Subtracting the after-tax value of selling the Alibaba stake and another one, in Yahoo Japan (a separate firm), and allowing for Yahoo's cash and debt, that means investors value its core business at little more than \$4 billion. Things cannot be that bad; so if Yahoo moved to break itself up, as some suggest, its shares would look cheap.



some tax experts. Brussels has not presented evidence that Apple's transfer-pricing treatment was much different from that of other multinationals (though it has not yet released all its findings).

Furthermore, the commission is eerily quiet on the issue that many (including a United States Senate investigation last year) see as the biggest problem: Apple's exploitation of gaps in tax rules to create "stateless" subsidiaries that are incorporated in Ireland but tax-resident nowhere. But this sort of gaming is open to any firm smart enough to spot the opportunity. It would thus be a stretch to portray it as special treatment that counted as state aid.

Some might also question whether tax benefits are any more distorting than other forms of aid that are permitted under Europe's single-market rules, such as grants for new factories or training subsidies. Eurocrats point out that these are subject to strict conditions. They must, for instance, benefit deprived areas, and member states' "objectives of common interest" (whatever those are) must outweigh any competitive distortions. However, Apple appears to tick some of these boxes: Cork, where it employs 4,000 people, was hardly an economic powerhouse when the firm first invested there in the 1980s.

Apple would surely appeal against any adverse rulings over its tax arrangements, ensuring that the case is tied up in court for years. Some think the outcome could be a ruling that its deal in Ireland was illegal but that it does not have to pay the back tax; there are precedents for this. The commission might be content with this, if the goal is to fire a warning shot that discourages future schemes to cut individual firms' taxes.

How tough the commission gets with cosy tax arrangements may also depend on how vigorous EU member states are in their own crackdowns on tax-shy firms, such as those Italy and France have launched; and on how far the G20 group of

countries get with their attempt to reach a pact on closing tax loopholes.

Although Apple is getting all the unwanted column inches, the commission's other inquiries also warrant close attention. The outcome of the Luxembourg investigation, of a trading subsidiary of Fiat, could have wider ramifications than the Irish kerfuffle, because hundreds if not thousands of multinationals have put their group finance and treasury operations in the Grand Duchy for tax reasons. Mr Bär-Bouyssiére's advice to firms that have signed anything resembling a sweetheart deal: "Call your lawyer immediately." ■

## Cross-border takeovers

# The Germans are coming, again

NEW YORK

Why German firms are on the rampage across the pond

AMERICA'S German roots are rich and strong. From California to New York, 48m people claim German ancestry, which would make them the country's biggest diaspora. But when it comes to owning businesses in America, Germany has punched below its weight, with only 8% of the stock of foreign direct investment (FDI) there. It ranks 7th, behind France, Britain and Japan, among others. British and Japanese firms are especially prone to megalomaniac episodes in which they seek, and fail, to conquer America. German firms have been more cool-headed.

This year, however, things have changed. German giants such as Siemens, SAP, Bayer and Infineon have been on a spree, so far spending more than \$65 billion on American firms. Of all the American companies receiving foreign bids this



year, a fifth were from German buyers, measured by value. And of all the cross-border takeovers worldwide led by German firms, 60% were for American firms.

One explanation is macroeconomics. German firms' investment at home has waned, because of high labour costs and the dim prospects for the euro zone, says Michael Heise, an economist at Allianz, an insurer. Partly because of its strong exports, Germany runs a current-account surplus of about \$250 billion-\$300 billion a year that must be recycled abroad. Emerging markets have slowed and China is being less hospitable to foreign firms. America is growing fast, and has relatively cheap labour thanks to stagnant wages and cheap energy because of its fracking boom.

German firms' FDI is still dwarfed by the huge chunk of savings by Germany's thrifty households that its banks and insurers invest on foreign financial markets. Earnings from these indirect investments provide a large proportion of Germany's current-account surplus. However, German industry's contribution to the surplus should grow as a result of its purchases of profitable American firms with a global reach. The seven American firms worth more than \$1 billion bought by German ones this year make 65% of their sales outside America in aggregate.

Thus, Infineon is buying International Rectifier, which is based in California but makes half of its sales in Asia. ZF Friedrichshafen, a car-parts firm, is buying a Michigan-based rival, TRW, which makes two third-of its sales outside America (and its biggest customer is highly globalised Volkswagen). Siemens is snapping up Dresser-Rand, which makes equipment for the oil and gas industry: it has Russian, Chinese and Saudi Arabian clients, factories in Europe, Brazil and India and makes just a

third of its sales in America.

Rather than experiencing a sudden infatuation with America, German firms are arguably continuing the steady globalisation that they have pursued for two decades: building market shares in specialised industries, expanding into adjacent businesses and building out global supply chains and customer bases. This pattern began with the opening of factories in eastern Europe in the 1990s and tilted towards emerging markets in the past decade.

#### Painful reminders

Hitherto German firms have preferred "greenfield" investments abroad—building factories and other facilities from scratch rather than making acquisitions. They have amassed a stock of \$50 billion of FDI in China without a single big takeover. In India British companies have embarked on giant takeover deals to dismal effect, while their German counterparts have built up successful production hubs.

There was a good reason for this. In the few instances in which German firms did buy big American ones, things went badly. Daimler's \$43 billion purchase of Chrysler, in 1998, was a fiasco and was undone in 2007. Deutsche Telekom's \$33 billion purchase in 2000 of Voice-Stream, an American mobile operator (now called T-Mobile US), was a financial mess from which it is still extricating itself. Such cases have led some to argue that German firms have such strong cultures that they are unable to integrate acquisitions easily.

Germany's new taste for acquisitions is, therefore, risky. But the buyers seem to have learned the lessons about overreach from Daimler and Deutsche Telekom. Two are simultaneously offloading peripheral assets, indicating their discipline. In May Bayer bought the over-the-counter-drugs

business of Merck & Co of America (not to be confused with a similarly-named German firm). Bayer now plans to spin off its own coatings and plastics business. Siemens sold out of a joint venture with Bosch at the same time as it bought Dresser-Rand on September 22nd. The top seven deals involve almost \$1 billion of cost cuts and none of the buyers is taking on excessive debts.

Those cost-cutting targets will make American employees nervous. But compared with the average foreign investor in America, German firms are typically more financially secure and spend more of their revenues on pay. Many offer good, German-style apprenticeships. There are worse things than working for an American firm that has been schnapped up. ■

#### Rocket Internet's IPO

## Launching into the unknown

BERLIN

**Predicting Rocket Internet's trajectory is hard, for want of predecessors**

"PAST performance is no guarantee of future results," warns the boilerplate language on a share offer. In the case of Rocket Internet's €6.5 billion (\$8.2 billion) initial public offering on October 2nd, it is even harder than usual to look at past performance, because there is no company quite like it. It is not a venture-capital firm, since it is much more hands-on and has a bigger stake in the startups it invests in. Nor is Rocket quite an "incubator" or "accelerator", since it holds on to its young tech companies for longer and does much more than provide facilities and support.

What Rocket does is launch clones of proven internet-business models. Even among such clone factories it is unique. It aims to turn out 80% of its new businesses in less than 100 days. It hires hard-charging young people of the sort who otherwise join (or have just left) elite consultants like McKinsey or the Boston Consulting Group. Execution, not innovation, is its forte.

This leaves its chief executive, Oliver Samwer, reaching for comparisons that fail to capture the essence of Rocket. "Alibaba is the model," said Mr Samwer to potential investors in Frankfurt shortly before the IPO. It was clear why he might say this: the Chinese internet company has just had a highly successful IPO, the world's biggest. But besides being nowhere near as big, its business is very different.

Alibaba strives to innovate in the online services that it provides to businesses and consumers, mostly in China. Rocket looks for internet-business ideas that are working in one country and applies them



We're American, and German too