

EAD 780: Managing Organizations in Brazil
University of Sao Paulo, Brazil
Prof. Gilmar Masiero, gilmarmasiero@gmail.com
Mondays or Wednesdays - 9:20 a.m. to 11:00 a.m.
Sala Ruy Leme, FEA1: Room maximum capacity: 40 students.

Course description

Managing organizations in Brazil is a course that introduces students to the social scientific study of Brazilian society and its business systems. The classes cover a broad range of regional integration processes and economic, social, political, and cultural issues affecting Brazilian economic development. Considering some suggested references classes will be developed by students with the assistance of the professor and his teaching assistant. The critical thinking will be constantly required in the class room discussions, in writing reviews of articles and of a book on Brazilian affairs and the making of a final paper. Two classes will be for presentations of the book's reviews and the final paper's. Other two classes will be developed by senior and respected scholars in the field of management and business. By engaging with these materials and being responsible to connect colleagues in class discussions, we hope students will learn a new "culture" and becoming global citizens. Learning to deal with different economic and management issues considered by a multicultural group, students will gain a deeper understanding of contemporary economic, political and social issues in Brazil.

Primary course objectives

Students enrolled in EAD 780 Managing Organizations in Brazil are expected to:

- Develop critical thinking skills, specifically, the use of analytical and comparative reasoning. This skill will be cultivated through guided discussions and writings.
- Acquire or reinforcing foundations of academic practices regarding writing scientific papers and coordinating interactive and proactive learning sections.
- Gain familiarity with Brazilian (as well as international) data sources and developing the skills needed to find and use information to accomplish a specific task.

Assignment explanations

The classes are designed to help you to have a richer context for appreciating your experience abroad. To help students to engage in this experience, quizzes will be applied at the beginning of our classes to confirm that students have read any recommended readings prior to our meetings.

Each student must write and turn in by e-mail (maks@usp.br) prior the beginning of each class (classes # 5 to # 14) a review of one of the recommended readings or any other scientific article related to the theme of the class, written in any language. In this last case the article should also be sent with the review. The review should summarize the structure and major themes of the article and offer some thoughtful reflections on its content. The review should be 2-3 typed, double-spaced pages in length using conventional margins and font sizes.

The class will be divided into teams and each team will be responsible for producing at least one day's content and present it to the class employing the best fitted methodology: presentations, lecturing, group dynamics and seminars, guest invited specialists etc. The team will be

responsible for the content and class presentation of case discussions, presentations, exercises and interviews with specialists and CEOs or executives of global companies operating in Brazil.

Students who actively participate in all portions of the class and avoid causing disruption will receive class participation credit.

Course requirements

Attend classes (40%): Participation in discussions is a core component of the course. For this reason, the attendance policy is very strict and writing papers reviews and answering quizzes at the beginning of each class as well as the quality of your own presentations will be considered in your final grade compounded also by a book review and a final paper. According to USP regulations, attendance is mandatory to all classes and activities, with specific minimum limit at 70% (art. 82, RG/USP).

Book review (20%): You may select any book on Brazil recently published and write a book review. The subject of the book may be related to the subjects of our class or to your final paper. Please see preliminary guidelines for writing reviews at <http://library.queensu.ca/research/guide/book-reviews/how-write>. The review should be 3-5 typed, double-spaced pages in length using conventional margins and font sizes and delivered by email before our tenth class: “Visions on Brazil: book reviews”

Final paper (40%): The final assignment for the class is a research report that poses and addresses a question pertaining to a contemporary issue in Brazilian society and answers the following question: What makes an entrepreneurial project (contextualization of a business opportunity, designing a solution and considering the strategies and functional imperatives to be implemented) to be considered innovative and make your working life meaningful? Guidelines will be distributed in the first class.

A note on academic honesty: The University takes academic misconduct very seriously. This course will adhere strictly to any explanation of plagiarism and any guidelines for dealing with cases of academic misconduct.

Working themes by each class

- Class # 1) Syllabus presentation and case discussion on globalization
- Class # 2) Regional integration: Europe
- Class # 3) Regional integration: Asia
- Class # 4) Regional integration: Americas
- Class # 5) Latin American economic development
- Class # 6) Brazil economic development
- Class # 7) New conditions for development (prof. Marcovitch)
- Class # 8) Business opportunities in Brazil (prof. James)
- Class # 9) The Brazilian business culture
- Class # 10) Visions on Brazil: book reviews discussions
- Class # 11) The Brazilian political system in a historical perspective
- Class # 12) Education and C&T in Brazil
- Class # 13) The Brazilian labor market and industrial relations
- Class # 14) The Brazilian multinationals
- Class # 15) Entrepreneurial visions: Final paper presentations

Syllabus and activities

Program and case on Globalization	<p><i>To welcome students, present the program and discuss a case on Globalization</i></p> <p>Recommended readings</p> <p>Jim O'Neill. The growth map: Economic opportunity in the BRICs and beyond. New York. Portfolio Hardcover. 2011.</p> <p>Chapter 2: From emerging to emerged. (pp.25-44)</p> <p>Chapter 4: The new growth markets (pp.97-116)</p> <p>Tamer Cavusgil, Gary Knight and John Riesenberger. International business: Strategy, management, and the new realities. New Jersey: Prentice Hall, 2007.</p> <p>Chapter 2: Globalization of markets and the internationalization of the firm. (pp. 28-59)</p> <p>Suggested videos:</p> <p>Vídeo: 200 hundred years of history in 4 minutes http://www.youtube.com/watch?v=Qe9Lw_nlFQU</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p> <p>Case: Diverse perspectives on globalization of markets</p>
Regional integration: Europe	<p><i>To suggest corporate response to advancing economic integration and to discuss the evolution of the EU integration process.</i></p> <p>Recommended readings</p> <p>Philip R. Cateora, Mary C. Gilly, John L. Graham. International marketing — 15th ed. New York: McGraw-Hill/Irwin. 2011.</p> <p>Chapter 10 - Europe, Africa, and the Middle East (pp 274 – 301)</p> <p>Epstein Rachel A. and Jacoby, Wade. Eastern Enlargement Ten Years On: Transcending the East–West Divide? JCMS 2014 Volume 52. Number 1. pp. 1–16.</p> <p>Suggested videos:</p> <p>The Economist: A Brief Summary of the history of European Union enlargement https://www.youtube.com/watch?v=RE6QgoykLZU</p> <p>World Economic Forum Turkey 2012 - The Future of European Integration https://www.youtube.com/watch?v=z_nvW8igjw</p> <p>University of Michigan An Imperfect Union: Understanding European Integration https://www.youtube.com/watch?v=VwYzLRDG08k</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p> <p>Case: The bananas wars</p> <p>Parliament Backs End of Banana War http://www.youtube.com/watch?v=7KoIUdNKyQO</p>

Regional integration: Asia	<p><i>To consider the ASEAN and APEC integration experience and to discuss the role of China in the Asian region</i></p> <p>Recommended readings</p> <p>Philip R. Cateora, Mary C. Gilly, John L. Graham. International marketing — 15th ed. New York: McGraw-Hill/Irwin. 2011.</p> <p>Chapter 11 - The Asia Pacific Region (pp 302– 329).</p> <p>Suggested videos:</p> <p>Hans Rosling fala sobre a ascensão da Ásia, como e quando http://www.youtube.com/watch?v=241XSSzYMNA</p> <p>Univ. Tech. Thonburi - Asean Economics Community https://www.youtube.com/watch?v=bCiX49xmZXo</p> <p>APEC: Imagine the Possibilities https://www.youtube.com/watch?v=aOCX8DoyxYo</p> <p>APEC CEO Summit 2013 https://www.youtube.com/user/ApecCeoSummit2013</p> <p>Keynote Panel Strengthening the Latin America-Asia Partnership https://www.youtube.com/watch?v=ctT5nztXN1Q&list=PLKu5LLjdxPPrlhNyaDFya5YtgU5HKsWgt</p> <p>Brazil China Fever https://www.youtube.com/watch?v=x7pmaXssOs8</p> <p>Brazil and China Help Each Other's Economy https://www.youtube.com/watch?v=L6GyPROUzgQ</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p> <p>Case: Mattel’s Chinese sourcing crisis of 2007</p>
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Regional integration: Americas</p>	<p><i>To discuss the growing importance of trading associations among American nations and to review the main initiatives like Mercosur, UNASUR, ALADI and NAFTA</i></p> <p>Recommended readings:</p> <p>Philip R. Cateora, Mary C. Gilly, John L. Graham. International marketing — 15th ed. New York: McGraw-Hill/Irwin. 2011.</p> <p>Chapter 9. Economic development and the Americas (248-273).</p> <p>Suggested videos:</p> <p>World Economic Forum Peru 2013: Integrating Latin America https://www.youtube.com/watch?v=9A8-FiEbwRM</p> <p>World Economic Forum Latin America in the Current Global Context https://www.youtube.com/watch?v=smhLYe-CtGY</p> <p>Stratfor Latin America's Economic Divide https://www.youtube.com/watch?v=pAz-gQd4QkM</p> <p>Mercosur Rises to the World Stage https://www.youtube.com/watch?v=Dh1xvIkhyUA</p> <p>CNN: 20 años del NAFTA https://www.youtube.com/watch?v=OZ0fE39aBiE</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">LA economic development</p>	<p><i>To outline the main structural development problems and challenges for LA to be more integrated in the world and discuss how to overcome these challenges</i></p> <p>Recommended readings:</p> <p>Reyes, Javier A.; Sawyer, Charles W. Latin American Economic Development. New York: Routledge, 2011.</p> <p>Chapter 1: Latin America and the world economy. (pp.1-21)</p> <p>Prados de la Escosura, Leandro. Inequality and poverty in Latin America : a long-run exploration. http://ideas.repec.org/p/ner/carlos/infohdl10016-4680.html. Open Access publications from Universidad Carlos III de Madrid.</p> <p>Suggested videos:</p> <p>Credit Suisse Brazil and Mexico: Comparing Latin America's Giants https://www.youtube.com/watch?v=FDIDp_3U55I</p> <p>Emerging Growth in Latin America's Capital Markets https://www.youtube.com/watch?v=d03zJ6Yks8U</p> <p>Susan Segal, Americas Society/Council of the Americas http://www.youtube.com/watch?v=-vivrR8r-ug</p> <p>BBC News Latin America's Economic Boom Explained (2010) https://www.youtube.com/watch?v=qKFu-OR4B6o https://www.youtube.com/watch?v=hC4nVzzEhY0</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>

Brazil economic development	<p><i>To synthesize and review the Brazilian economic development since 1500 and stressing its nowadays main problematic issues like social inequalities, infrastructure bottlenecks, low education of its workforce etc.</i></p> <p>Recommended readings:</p> <p>Angus Maddison. Brazil economic performance since 1500: a comparative view. (Paper presented at XIII Fórum da Liberdade, 4 April 2000, on occasion of Brazil's 500th anniversary, Instituto de Estudos Empresariais, Porto Alegre, Rio Grande do Sul. http://www.ggdc.net/MADDISON/oriindex.htm</p> <p>Werner Baer. The Brazilian economy: growth and development. Westport: Prager, 1995. 4th edition.</p> <p>Chapter 1: Introduction and overview (pp 3-9). Chapter 2: Historical perspective (pp 11-23)</p> <p>Suggested videos:</p> <p>Primer: Brazil's Rise to Global Player http://www.nytimes.com/video/world/americas/100000001705616/the-economic-rise-of-brazil.html</p> <p>WorldBank Brazil and Sub-Saharan Africa: Partnering for Growth https://www.youtube.com/watch?v=OVF6gTM7Blo</p> <p>Brazil in 2014 - Economic and Political Prospects https://www.youtube.com/watch?v=jgfrk-6OQk</p> <p>DW: Poverty and economic growth in Brazil Journal Reporter https://www.youtube.com/watch?v=Bcg7j2-vqMQ</p> <p>In Brazil, Economic Reforms, Social Programs Expand Middle Class https://www.youtube.com/watch?v=j1vE4YMW_fw</p> <p>Brazil's Economy (CNN) Interview https://www.youtube.com/watch?v=ZbrMOF2Lyag</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>
New conditions for development	<p><i>To stimulate students to think in new possibilities of development under some universal constraints taking into account the risks, challenges and an agenda for Brazil to build the future.</i></p> <p>This class will be a lecture developed by prof. Marcovitch</p> <p>Suggested videos:</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Business opportunities in Brazil</p>	<p><i>To show students the emerging business possibilities in the emerging markets like the Brazilian one.</i></p> <p>This class will be a lecture developed by prof. James</p> <p>Suggested videos:</p> <p>Brazilian Trade and Investment Promotion Agency (Apex-Brasil) http://www2.apexbrasil.com.br/en http://www.youtube.com/watch?v=hXh9EgQNVKk http://www.youtube.com/user/ApexBrasil?feature=watch</p> <p>Financial Times Is it time to buy Brazil? https://www.youtube.com/watch?v=8qq4_pNmC1o</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">The Brazilian business culture</p>	<p><i>To discuss peculiarities of the Brazilian business and cultural environment.</i></p> <p>Recommended readings:</p> <p>World Bank. 2013. <i>Doing Business 2014: Understanding Regulations for Small and Medium-Size Enterprises</i>. Washington, DC: World Bank Group.</p> <p>Maria Cristina Ferreira, Ronald Fischer, Juliana Barreiros Porto, Ronaldo Pilati and Taciano L. Milfont. Unraveling the Mystery of Brazilian Jeitinho : A Cultural Exploration of Social Norms. <i>Pers Soc Psychol Bull</i> 2012 38: 331 originally published online 5 December 2011.</p> <p>Suggested videos:</p> <p>Jornal da Globo: Trabalho 2.0 - Cultura organizacional https://www.youtube.com/watch?v=tSJ5F2WosTM</p> <p>Jornal da Globo: Trabalho 2.0 - Homeoffice http://www.youtube.com/watch?v=zMz8A06ehd8&feature=youtu.be</p> <p>eCGlobal Solutions creates a culture that inspires employees - Band TV Brazil https://www.youtube.com/watch?v=la1piVZ5Ylk</p> <p>HSM Entender a cultura brasileira permite traçar caminhos para melhorias https://www.youtube.com/watch?v=wasCchQu0AM</p> <p>Cultura brasileira e o público: reflexos na gestão de pessoas nas organizações públicas https://www.youtube.com/watch?v=w7JZTOeoD3M</p> <p>Roberto da Matta explica o Brasil - Carnavais, Malandros e Heróis http://www.youtube.com/watch?v=eqsgtA0KhSQ#t=27</p> <p>Memória Roda Viva: Roberto da Matta http://www.rodaviva.fapesp.br/materia/302/entrevistados/roberto_da_matta_1999.htm</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Visions on Brazil: book reviews</p>	<p><i>To review different views on Brazil through the discussion of the recent literature published in English by foreigners or Brazilians.</i></p> <p>Presentations of book reviews by students. Any book on Brazil should be reviewed and the main aspects of the book discussed in class. You may find one close to your interest in any electronic bookstore (Amazon.com or livrariacultura.com.br), or in our library. Select one that fits your reading interests. A suggested list of a general bibliography of books about Brazil in English is also available at http://www.brazil.org.uk/books/index.html.</p> <p>Suggested videos:</p> <p>Brazil's Big Box Empire http://www.nytimes.com/video/world/americas/10000002442932/brazils-big-box-empire.html</p> <p>60 Minutes: BRAZIL: NEXT WORLD SUPERPOWER? Brazil's Rising Star https://www.youtube.com/watch?v=co1cwVXhHQc</p> <p>Belfer Center: Celso Amorim discusses Brazil's role in the world and US-Brazil ties https://www.youtube.com/watch?v=AvX0LRiFw4E</p> <p>IESE: The Challenges for Brazil https://www.youtube.com/watch?v=A5eYQGc4XiI</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">The Brazilian political system</p>	<p>To overview the Brazilian institutional history, its political structure and the consolidation of its democracy.</p> <p>Recommended readings:</p> <p>Larry Diamond et. al. Democracy in developing countries: Latin America. Second Edition. London, Lynne Rienner Publishers, 1999.</p> <p>Chapter 3. Brazil: Inequality against democracy by Bolivar Lamounier. (pp. 130-189)</p> <p>Marcus André Melo and Carlos Pereira. Making Brazil Work: Checking the President in a Multiparty System Series: Studies of the Americas. Palgrave Macmillan, 2013.</p> <p>Chapter 1: The Unexpected Success of Multiparty Presidential Regimes (pp 1-22)</p> <p>Suggested videos:</p> <p>Brazil's Economic and Political Landscape https://www.youtube.com/watch?v=hgs_JTreCY4</p> <p>Harvard University - A Public Address by President of Brazil Dilma Rousseff https://www.youtube.com/watch?v=qKKpu3GMl0g</p> <p>TeleSUR: Political reform in Brazil has been long needed https://www.youtube.com/watch?v=aHH-G2voroQ</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>

To understand the Brazilian structures responsible for the development of science and technology as well as its persisting problems of low educational levels and performance in international educational tests.

Recommended readings:

Simon Schwartzman. Uses and abuses of education assessment in Brazil. ETS – Instituto de estudos do trabalho e sociedade. Version 16/02/2013.

<https://archive.org/details/UsesAndAbusesOfEducationAssessmentsInBrazil>

P. G. Altbach, G. Androushchak, Y. Kuzminov, and L. Reisberg. (Eds) The Global Future of Higher Education and the Academic Profession – The BRICs and the United States. London: Palmgrave – Macmillan. 2013.

Chapter 2: “Higher Education, the Academic Profession, and Economic Development in Brazil.” By Simon Schwartzman (pp. 28-55).

<https://ia801704.us.archive.org/28/items/HigherEducationTheAcademicProfessionAndEconomicDevelopmentInBrazil/2013Moscou.pdf>

Suggested videos:

Brazil - Strong Performers and Successful Reformers in Education

<https://www.youtube.com/watch?v=Sm6zAMemfYs>

Brief story of education in Brazil

<https://www.youtube.com/watch?v=rRFmngzlu2o>

Brazil - Education Crisis (BBC News)

<https://www.youtube.com/watch?v=ol87uVt2DOs>

International Seminar – Higher Education for sustainable development in South Korea and Brazil (935)

http://www.fea.usp.br/videos_view.php?id=138

A look at the GE Brazil Technology Center

<https://www.youtube.com/watch?v=NvkVN4VjQAO>

Support for Science Education in Brazil - CTC Angra dos Reis

https://www.youtube.com/watch?v=zBR_f9_7KWQ

GE's Deep Sea Dive for Brazil's 100 Billion Barrels of Oil

<https://www.youtube.com/watch?v=Qz9cKQCb7iM>

PETROBRAS: Como a cana-de-açúcar vira etanol? | Etanol Sem Fronteira - episódio 3

https://www.youtube.com/watch?v=zFfpQsne_bg

PETROBRAS: Como é o etanol do futuro? | Etanol Sem Fronteira - episódio 5

<https://www.youtube.com/watch?v=FXLgQP0Txp4>

Samsung Corporate Social Responsibility: Bringing Technology Resources to Remote Areas of Brazil

<https://www.youtube.com/watch?v=dQVuJ4Qsoeo>

Embraer 190 promotional video (2006)

<https://www.youtube.com/watch?v=qEmVMjFr3ZQ>

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:

Labor and industrial relations	<p><i>To consider the historical evolution of industrial relations, the profile of the Brazilian working force and some contemporary labor issues related with decent work and cash transfer programs.</i></p> <p>Recommended readings:</p> <p>Fultz, Elaine; John Francis. Cash transfer programmes, poverty reduction and empowerment of women: a comparative analysis: experiences from Brazil, Chile, India, Mexico and South Africa International Labour Office. - Geneva: ILO, GED Working Paper 4/2013.</p> <p>Guimarães, José Ribeiro Soares. Decent work country profile: a sub-national perspective in Brazil. Brasilia: ILO, 2013, 392p.</p> <p>Chapter 1: “Economic and social context” (pp. 24-56)</p> <p>Suggested videos: Foreigners flock to Brazil for skilled labor positions https://www.youtube.com/watch?v=rUqA1vAAAv4</p> <p>Low Unemployment Leads to Economic Issues in Brazil https://www.youtube.com/watch?v=Al6W_njegZs</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>
The Brazilian multinationals	<p><i>To discuss the expanding presence of emerging multinationals from the emerging markets focusing the discussion of the Brazilian case</i></p> <p>Recommended readings:</p> <p>Ravi Ramamurti and J. V. Singh (org.), Emerging multinationals from emerging markets, Cambridge: Cambridge University Press, 2009.</p> <p>Chapter 13: What have we learned about emerging-market MNEs? (pp. 399-426).</p> <p>Chapter 8: Brazilian multinationals: surfing the waves of internationalization. By Afonso Fleury and M. T. L Fleury (pp. 200 – 243).</p> <p>Lourdes Casanova. <i>Global latinas</i>. New York: Palgrave, 2009.</p> <p>Introduction: The emergence of the global latinas (pp. 1-25).</p> <p>Suggested videos:</p> <p>Programa Brasilianas.Org Multinacionais Brasileiras https://www.youtube.com/watch?v=wbtDqCuUcL8</p> <p>FEMSA - Multinationals in Brazil https://www.youtube.com/watch?v=9jww1hXa9YE</p> <p>The president of Visa in Brazil talks about the country's growth potential https://www.youtube.com/watch?v=GXJg-v7xSLI</p> <p>Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:</p>

Entrepreneurial visions: Final paper	<i>To share with other students the main goals and ambitions of each student in order to make their working life meaningful.</i>
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Schedule of our fifteen (15) classes from 9:20 to 11:00 at Sala Ruy Leme, FEAl

Weeks	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays
1 ^a .	17/2	18/2	19/2	20/2	21/2
2 ^a .	24/2	25/2	26/2	27/2	28/2
3 ^a .	3/3 Carnival Holiday	4/3 Carnival Holiday	5/3 Ash Wednesday	6/3	7/3
4 ^a .	10/3	11/3	12/3	13/3	14/3
5 ^a .	17/3	18/3	19/3	20/3	21/3
6 ^a .	24/3	25/3	26/3	27/3	28/3
7 ^a .	31/3	1/4	2/4	3/4	4/4
8 ^a .	7/4 Prof. Jacques	8/4	9/4 Prof. Jacques	10/4	11/4
9 ^a .	14/4 Prof. James	15/4	16/4 Prof. James	17/4	18/4 Good Friday
10 ^a .	21/4 Tiradentes Holiday	22/4	23/4	24/4	25/4
11 ^a .	28/4	29/4	30/4	1/5 Labor Day Holiday	2/5 Break - Holiday
12 ^a .	5/5	6/5	7/5	8/5	9/5
13 ^a .	12/5	13/5	14/5	15/5	16/5
14 ^a .	19/5	20/5	21/5	22/5	23/5
15 ^a .	26/5	27/5	28/5	29/5	30/5
16 ^a .	2/6	3/6	4/6	5/6	6/6
17 ^a .	9/6	10/6		12/6 World Cup Game - Holiday	13/6