

October 26, 2014

**CONFIDENTIAL DRAFT****Master of Science in Real Estate Development****India Group: International Real Estate Regions course****Spring Term 2015, 1.5 Points****Class dates: Wednesdays, 1/21, 1/28, 2/4, 2/11, 2/xy, 2/25, and 3/4.****Class time: 1-3 PM (Room TBD)****Trip dates: 3/15/2015 to 3/21/2015****Adjunct Professor: Sher Lokhandwalla (Cell 917-721-6062 [SL648@caa.columbia.edu](mailto:SL648@caa.columbia.edu))**

The purpose of the regional electives is for students to research and to develop market specific knowledge and investment strategies. The course culminates with students presenting their portfolio allocations to an investment committee panel made up of industry executives from the institutional and investment banking industry. Each regional team is initially allocated a specific development site by the industry investment committee. The team will travel to the specific regions with their professors to actively engage in testing the methods and strategies which they have articulated over the course of the semester. For the spring term 2015 class the India group will be in Mumbai, Panvel and Pune, India during spring break, March 15-20 (plus or minus three days).

After the fall 2014 RED GSAPP classes most students should have been introduced to the macro growth trends which are central to the changing opportunities within the global real estate world, as well as the drivers, challenges and risks associated with the opportunities in the emerging world, and how to value the risk against the reward when entering a new and developing market such as India.

## Grading:

- Attendance and participation 25% of the grade
- Reading response: 25% of the grade
- Case studies: 15% of the grade
- Final project presentation: 35% of the grade

## Homework and Case Studies:

Each student will be required to provide **critical analysis** on each of the following topics:

- (1) India Market overview, past and present.
- (2) India, Mumbai (Bombay) Slum Rehabilitation Scheme
- (3) Affordable Housing and Community Dev in Modern India
- (4) Mill Redevelopment Mumbai, StudioX
- (5) Large Scale/Township projects
- (6) Commercial Real Estate, office parks
- (7) Indian Real Estate Funds
- (8) Design Dev and Preservation on the edge, Mumbai Eastern Waterfront
- (9) Branding, Trump/Hines/Cushman's India

## Final Project:

Students and professors return at the end of the regional elective to argue for more or for less, and must do so by presenting a nuanced, fact-based assessment of their region. This real-time evaluation requires students to develop market specific expertise through applied portfolio management. These strategies and interventions will then be presented to the class, and potentially to participants in the form of drawings, photographs and narratives in a Power Point. The past classes have been fairly sophisticated with the students wearing the developer's hat presenting to future investors an opportunity they find viable based on the financials, market conditions and their design development.

**CLASS 1:**                                      **Wednesday, Jan 21, 2015: 1 to 3 PM**

**Topic:**    **Indian Real Estate - Market Overview Past & Present**

**Guest Speaker 1:**                              **Ankur Gupta, Senior Associate, Investments,**  
**Brookfield Financial, NY**

**Guest Speaker 2:**                              **Suketu Mehta, Maximum City: Bombay Lost and Found**

**Homework:**

**I. Review Overview of the Indian Real Estate Market report:**

- Overview of the Economy
- Overview of the Real Estate Sector (Office, Residential and Hospitality)
- Terminologies
- Brookfield financial overview

Link to the report:

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!13872&authkey=!AMZITJ3DE1BRqm8&ithint=file%2cPDF>

Brookfield 1B office portfolio 2014

<http://www.vccircle.com/news/real-estate/2014/06/11/brookfield-buying-unitech-group%E2%80%99s-stake-string-it-parks-over-347m>

**II. Read: Maximum City: Bombay Lost and Found**

<http://www.amazon.com/Maximum-City-Bombay-Lost-Found/dp/0375703403>

Mehta is a native of Bombay; Suketu Mehta gives us an insider's view of this stunning metropolis. He approaches the city from unexpected angles, taking us into the criminal underworld of rival Muslim and Hindu gangs and delving into the stories of the countless villagers who come in search of a better life and end up living on the sidewalks.

Mehta is the New York-based author of 'Maximum City: Bombay Lost and Found,' which won the Kiriya Prize and the Hutch Crossword Award, and was a finalist for the 2005 Pulitzer Prize, the Lettre Ulysses Prize, the BBC4 Samuel Johnson Prize, and the Guardian First Book Award. He has won the Whiting Writers' Award, the O. Henry Prize, and a New York Foundation for the Arts Fellowship for his fiction. Mehta is an Associate Professor of Journalism at New York University.

### III. History and Current Real Estate Legal Frame work in India

#### Readings:

- **FDI:** Modi regime might fuel FDI rush into real estate: Experts say with a stable government, things will start improving but the impact might be visible only after six-12 months

[https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14058&authkey=!AAJ-kuMKtzkA\\_og&ithint=file%2cpdf](https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14058&authkey=!AAJ-kuMKtzkA_og&ithint=file%2cpdf)

- **REITS**

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14059&authkey=!AN0MLON31vJ9hvI&ithint=file%2cpdf>

- **Rules and Regulations in India**
- **Branding: International standards and foreign companies, such as:**
  - **TRUMP**
  - **HINES**
  - **C&W**

#### Other class agenda items for 1/21/2015

- Introductions
- Overview of class expectations
- Mentoring with India Class of 2014

---

**CLASS 2:**                      **1/28/2015 (1 - 3 PM)**

**Topic:**                              **Slum Rehabilitation Scheme (SRS)**

**Guest Speaker 1:**              **TBD**

**Guest Speaker 2:**              **Skype with Hubtown (Rushank Shah)**

This class we will talk about the slum rehabilitation scheme (**SRS**) a Mumbai scheme introduced by Hafeez Contractor, it has gone through trials and tribulations since its inception to produce high quality affordable housing (reposition of shanty towns) and also create branded luxury condos in some of the most congested high density prime real estate in Mumbai, India.

March 2014 India International class visited:

- Minerva by Lokhandwalla Infrastructure and
- Monte Metro Peddar Rd by Hubtown

Slums have constituted an integral part of Mumbai's cityscape for several decades. With its potential to provide employment to a vast multitude, the city attracts a large number of people. Many of them stay in slum colonies for the lack of a better alternative.

Slum-dwellers stay in shanty structures in unhygienic environment, not by choice but by compelling circumstances as they were thrown out of the formal housing sector, the latter being expensive and much beyond their income levels. It is imperative to enhance their standard of living and for which an authorized dwelling unit is a first step in the right direction. This, in turn, will bring about a marked improvement in their hygiene and health as well as raise the level of public hygiene which has fallen to very low ebb.

Indian Government Agency: <http://sra.gov.in/>

**HOMEWORK:** Research & Reading

- I.     **Hafeez Contractor**, MS in Architecture from Columbia University

[http://en.wikipedia.org/wiki/Hafeez\\_Contractor](http://en.wikipedia.org/wiki/Hafeez_Contractor)

Reading: **NY TIMES: The Slumdog Millionaire Architect**

[https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14041&authkey=!AFiZj\\_qBvG4ssUY&ithint=file%2cpdf](https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14041&authkey=!AFiZj_qBvG4ssUY&ithint=file%2cpdf)

II.    **HUBTOWN**

**SRS LOCAL DEVELOPERS: HUBTOWN Hubtown** (formerly known as Ackruti City), it is a publicly traded company with a focus on Slum redevelopment and

commercial real estate. Hubtown is active in Slum Rehabilitation Scheme (SRS) Projects and Public Private Partnership (PPP) projects

<http://www.hubtown.co.in>

## HUBTOWN CORP PROFILE

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14045&authkey=!AFxrO1fwOxu0uvM&ithint=file%2cpdf>

## SLUM MOVIE:

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!9798&authkey=!AOGsA-HqeaVCLO8&ithint=folder%2cVOB>

We will look at a final project done by the class of 2014 and I will invite former students to share their experiences.

One group in the International Real Estate India 2014 chose their final assignment on ground up development of Four Seasons Residences in Worli Mumbai using the land acquisition through slum redevelopment model

Link to project:

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!13863&authkey=!ANeoWf5cJKx0sT8&ithint=file%2cpptx>

Also, by the end of the class you will be given EXISTING SITE IN MUMBAI that you will start working on for your final project if you decide to choose the Slum Rehab.

<b>Site Details: TBD</b>
--------------------------

---

**CLASS 3:**                      **2/4/2015 (1 TO 3 PM)**

**Topic:**                              Affordable housing & Community Development in Modern India

**Guest Speaker 1:**        **TBD**

**Guest Speaker 2:**        **TBD**

**Local Indian Developer:**    **Mahindra Life Spaces & SBUT**

**MAHINDRA LIFESPACES:** Mahindra Lifespaces has been at the forefront of transforming urban landscapes by creating sustainable communities and is India's first Green Homes developer. With this philosophy deeply engrained, Green Design and Healthy Living as the foundations of all projects. One of the first companies to receive the Platinum rated green homes pre-certification from IGBC, today all the residential projects are pre-certified green buildings by IGBC.

The Company's pan-India presence and the development of India's first integrated business city have all contributed to Mahindra Lifespaces being recognised as a developer with a pioneering spirit internationally and in India.

Mahindra Lifespace Developers Ltd, the real estate development business of the \$16.5 billion Mahindra Group, is a leader in sustainable urbanization, through the creation of residential and integrated large format development across India. Mahindra Lifespaces has a footprint of over 7.3 million sq ft of completed projects and over 11.3 million sq ft of ongoing and forthcoming projects. The company has pioneered the concept of an integrated business city through 'Mahindra World City' developments in Chennai and Jaipur. These developments cover 4,375 acres and house over 100 reputed global companies, providing an integrated environment for Life, Living and Livelihood. The company's residential footprint spans across Mumbai, Pune, Delhi NCR, Nagpur, Hyderabad, Chennai and is poised to venture into Bengaluru.

*The following questions have been specifically been asked by the developer for the GSAPP students to answer.*

**HOMEWORK:** Please look at the Affordable housing scenario study and key enablers study done:

[https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14046&authkey=!AIN4gK1\\_q6E0xqY&ithint=file%2cpdf](https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14046&authkey=!AIN4gK1_q6E0xqY&ithint=file%2cpdf)

**MAHINDRA LIFESPACES:** *"We'd be very interested in having the Columbia University GSAPP students present research on low-cost, high-quality construction from design, material, and technology perspectives. One of the key challenges we face is achieving a low cost-of-construction, while maintaining the quality and high specifications our company provides, in the face of rising labour and material costs. Simultaneously, we aspire to find a construction methodology/technology that allows us to reduce construction timelines and increase quality control within the Indian context. We have explored the pros and cons of using many different*

*techniques/technologies (some examples - traditional RCC , Aluminium Formwork, Pre-Fab) as well as different design principles. It'd be great for us to have some fresh eyes and minds inject new energy and perspective to this important conversation. This type of research would be relatively "accessible" to the students and presents them an opportunity to contribute tangible recommendations while grappling with the challenges endemic to an emerging market (transport infrastructure, quality of supply chain, cultural tolerance for avant garde techniques/technologies, etc.)." Attached presentation, on current supply/demand scenario in India, who affordable housing's customers are, and some of the challenges we as a developer are facing)*

**SAIFEE BURHANI UPLIFTMENT TRUST** (SBUT): During the trip we will do a site visit to Bhendi bazaar the historic whole sale market district undergoing Redevelopment

## VISION

To redevelop South Mumbai's vibrant but congested Bhendi Bazaar into a modern living and work space for its residents laid within the cradle of a state-of-the art and environmentally-friendly infrastructure.

The idea is not just to provide better homes and roads but a milieu that supports human development to its fullest potential - In effect, a renewal of not just an architectural space, but of the human spirit. The goal is also to contribute as stakeholders to a city that has nurtured the Dawoodi Bohras for decades.

## THE PROJECT

Across the canvas of much-loved Bhendi Bazaar is about to be sketched a grand Vision - The Saiffee Burhani Upliftment Project (SBUP).

Bhendi Bazaar was first settled in the 19th century, but little has been done since then to bring it into the fold of the city's modern needs. This path-breaking project will create an urban living space with the most modern infrastructure and amenities in this 100-year-old area. It will not just build better homes and roads but create a milieu that supports human development to its fullest potential - social, physical, mental, spiritual and economic.

Yet, it will also preserve the religious, cultural and social spirit that has defined this vibrant locality for years. As a fusion of new technologies and the incomparable flavour of the area, it will stand as a unique architectural feat.

Above all, the project stands out for its intent – a non-profit initiative created to upgrade the environs of Bhendi Bazaar so that its residents can hope to have a better life; and the business that flourish in the area continue to do so within a state-of-the art infrastructure.



*The redevelopment will cover 16.5 acres comprising 3200 homes in 250 existing buildings; 1250 businesses and will impact the lives of 20,000 people.*

**SBUT Readings & Research:** Development Control Regulations 33(9) to get an understanding of the Policies governing the Project and Cluster Development/Urban Renewal in Mumbai.” \*\*

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!13801&authkey=!AP7DlcYzJ6evXII&ithint=file%2cpdf>

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!13795&authkey=!AGjRHXq-w425c8M&ithint=file%2cpdf>

Website

[http://www.sbut.in/about-us\\_saiffee-burhani-upliftment-trust.html](http://www.sbut.in/about-us_saiffee-burhani-upliftment-trust.html)

---

<b><u>CLASS 3:</u></b>	<b>2/11/2015 (1 TO 3 PM)</b>
<b><u>Topic:</u></b>	<b>MILL REDEVELOPMENT</b>
<b><u>Guest Speaker 1:</u></b>	<b>Skype: Parmeet &amp; Mayur Shah</b>
<b><u>Guest Speaker 2:</u></b>	<b>TBD</b>
<b><u>Local Indian Developer:</u></b>	<b>MARATHON REALTY GRP</b>

<http://www.marathonrealty.com/company.php>

**2014 Students final project: Link**

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!13862&authkey=!AE6fodM22bMe&ithint=file%2cpptx>

**RESEARCH/HOMEWORK: (Links below)**

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14053&authkey=!ADpXYc-blKpDLxE&ithint=file%2cpdf>

<https://onedrive.live.com/redir?resid=18018CEBFC1CE59A!14054&authkey=!AGxYwV3EfSfnGVQ&ithint=file%2cpdf>

The redevelopment of Mumbai's cotton mills began in 1992, when efforts began to demolish the numerous cotton mills that once dotted the landscape of Mumbai, India, to make way for new residential and commercial buildings, as part of the wider modernization of Mumbai.

The cotton mill era and its decline: The mills of Girangaon were once integral to Mumbai's economy, particularly during the British colonial period, when Mumbai (then known as Bombay) was often referred to as the "Manchester of the East". However, with the development of newer industries in and around Mumbai, these mills ceased to be profitable, and fell into a state of disrepair.

In the first half of the nineteenth century, India exported cotton to Britain, and then reimported the textile. In 1820, the total textile import was valued at Rs. 350,000. However, the cost had escalated significantly by 1860, when textile imports stood at Rs. 19.3 million. The impetus towards the founding of a cotton industry came from Indian entrepreneurs. The first Indian cotton mill, "The Bombay Spinning Mill", was opened in 1854 in Bombay by Cowasji Nanabhai Davar. Opposition from the Lancashire mill owners was eventually offset by the support of the British manufacturers of textile machinery.

The cotton mills of Bombay, and the rest of India, were owned and managed mainly by Indians. The initial investments came from families of the mill-owners, mainly obtained from trading. Later, when shares became available to the public, much of the ownership still remained Indian – of the 53 mills in the city in 1925, only 14 were British-owned. The management and directorships of these mills were also mainly Indian; of the 386 directorships recorded in 1925, only 44 were English.

By 1870, there were 13 mills in Bombay. Cotton exports grew during the American Civil War, when supplies from the USA's cotton plantations were interrupted. At the end of 1895, there were 70 mills; growing to 83 in 1915. A period of stagnation set in during the recession of the 1920s. In 1925, there were 81 mills in the city. After World War II, under strong competition from Japan, the mills declined. In 1953, there remained only 53 active mills in the city.

Gradually, the government relaxed its norms that once restricted the redevelopment of mill lands, and as a result, numerous high-profile builders quickly took possession of these land parcels. Between 1990 and 2010, the majority of these mill lands were acquired and redeveloped.

## CASE STUDY: SITE

---

**CLASS 4: CHANGE OF DATE TBD**

**President's Day holiday week: NO CLASS 2/18/2015 (1 TO 3 PM)**

- Topic:**
- (1) LARGE SCALE /TOWNSHIP PROJECTS, Marathon Realty**
  - (2) COMMERCIAL REAL ESTATE (BKC), Wadhwa Group**
  - (3) REAL ESTATE FUNDS, IREO**

**Guest speaker:**      **Louis Klein - Founding Partner:** *Prior to Ireo, Mr. Klein was with Colony Capital, where his focus included investments in residential and commercial real estate projects, as well as gaming, agriculture and hospitality properties. Colony Capital has been among the largest acquirers and financiers of real estate and related assets globally since its inception in 1991. Prior to Colony Capital, Mr. Klein was with Secured Capital, a merchant banking and advisory firm focused on the real estate industry, where he was involved in whole mortgage loan portfolio trades, debt and equity placements, and principal investments in non-performing loan portfolios internationally. Mr. Klein is a graduate of the Wharton School of the University of Pennsylvania and a member of the Urban Land Institute.*

## **IREO**

Ireo is the first and the largest Private Equity Fund dedicated to the Indian real estate sector with a fund size of US \$2 billion and the backing of global blue chip investors and financial institutions. It is no surprise then, which we have emerged as a major pan-India developer equipped with financial strength to fully leverage available opportunities in this sector.

Since establishing presence in 2004, it has evolved into a fully integrated real estate organization that is both the financier and developer of its projects. The company has a pan-India footprint of projects in prime locations across NCR (including Gurgaon), Haryana, Punjab, Tamil Nadu and Maharashtra under various stages of development and implementation.

**COMMERCIAL REAL ESTATE (BKC),** Wadhwa Group: The Bandra Kurla Complex is a planned commercial complex in the suburbs of the Indian city of Mumbai. According to MMRDA, the complex is the first of a series of "growth centres" created to "arrest further concentration" of offices and commercial activities in South Mumbai. It is expected to de-congest southern Mumbai and seed new areas of planned commercial real estate in the metropolitan region.

The complex was built on marshy land on the north side of Mahim Creek and is bound by the suburbs of Kurla in the east and Bandra in the west. Santacruz lies to its North. The city's airport

is located few kilometres to the north, allowing for a quick commute between the airport and the complex.

BKC houses a number of commercial buildings including Jammu & Kashmir Bank National Business Centre, National Stock Exchange, SEBI, NABARD Head Office, IL&FS, Asian Heart Institute, Dow Chemicals, ICICI Bank, Citibank, Dena Bank, Bank of Baroda, State Bank of India, Bank of India, Bharat Diamond Bourse, Dhirubhai Ambani International School, American School of Bombay & Fortune 500. It also is home to the Mumbai Cricket Association's cricket ground and the United States Mumbai Consulate.

There are approximately 600,000 people working in various offices throughout the BKC.

History: The MMRDA was appointed as the "Special Planning Authority" for planning and developing the Bandra-Kurla complex in 1977. It covers 370 hectares of once low-lying land on either side of the Mithi river, Vakola Nalla and Mahim Creek. The area had poor surface drainage and was severely affected by pollution in the Mahim Creek. One of the important features of the channelisation of Mithi river and Vakola nalla was to improve water carrying capacity and reduce pollution. Mithi River for about 4.5 km. of its length from Mahim Causeway to C.S.T. Road Bridge and its tributary Vakola Nalla, for 2.5 km. of its length, have been channelised for an average 60 m. and 40 m. bed widths respectively, thereby improving the hydraulic features of these two important water courses in the BKC area.

The commercial development in BKC includes private and government offices (state and central), banks, wholesale establishments, etc. and will provide ultimately about 2,00,000 jobs in the area. The MMRDA has so far developed 19 hectares of marshy land in the 'E' Block where a number of office buildings have been constructed. These buildings together provide an office space of 174,000 square metres with a potential to accommodate 17,400 jobs. An Urban Plaza and Park named 'CITY PARK' has been developed on an area of about 22,500 square metres in this block.

Development till date and in future: A number of offices and residential buildings and three schools have been constructed and occupied. Construction of other buildings is in an advanced stage of completion. Most of the infrastructure services work including water supply, sewerage, telephone, gas, storm water, and electricity is completed. CNG and Petrol Pump outlet are operational. Mahim Nature Park is development in 'H' block of the complex.

Currently MMRDA has invited bids for allotment of 5 commercial plots, 3 residential plots and 2 plots for hotel purpose.

Wadhwa Developers, Head office, 301 Platina Plot no C59, G block, BKC Bandra East, Mumbai 400 051 Tel 91-2267308400 office meeting with Ashish Shah, Managing Director, Wadhwa Developer, Himanshu (91-9820925333) and Amartya Ray.

The site visit would be for Wadhwa's renowned iconic structure namely **"The Capital" and the other would be ONE BKC** which is under construction. Both are at a distance of 5 minutes from Platina which is their Head Office.

## **LARGE SCALE /TOWNSHIP PROJECTS, Marathon Realty (Nexzon)**

<http://www.marathonnexzone.in/>

### Township Highlights

Marathon Nexzone stands apart from the others

- A one of its kind futuristic township project anticipating fantastic appreciation in the future
- The property is neighbored by several recreational areas like Central park which is the biggest theme park in Asia, upcoming excitement park in Khopoli, ancient forts and sanctuaries.

### Infrastructure

- The project has a planned development of around over 25 acres of space having a life amidst breathtaking scenic surrounding
- Proposed Complex for Shopping, Multiplex, Hypermarket, Convenience Store within the township
- Comprises of 19 towers of 33 storey each with an option of 2 BHK & combination apartments

**CLASS 5:**                    **2/25/15 at 1 to 3 PM**

**Topic:**                      **Design, Development and Preservation on the Edge:**

**Mumbai's Eastern Waterfront**

**Guest Speaker 1:**        **Kate Ascher**

**Guest Speaker 2:**        **Geeta Mehta,**

This class will focus on Mumbai and its eastern waterfront, a vast 1800-acre tract of land situated along the eastern coastal edge of the city that for historical reasons remains outside of the city's control and without city services. Once an active port area, the eastern waterfront today is simultaneously home to dozens of empty historical buildings and over two hundred thousand 'unofficial' slum dwellers, many of whom participate in the dirty and unregulated industries that occur within the bounds of what is now operated as federal 'port trust' land. This seminar will draw students from across GSAPP to bring together design, historic preservation, planning and real estate input to identify approaches and designs for reintegrating this area within Greater Mumbai and will culminate in an optional symposium in Mumbai with government officials and other stakeholders who now have redevelopment of this historic area high on their political agenda.

**Homework & Readings: TBD**

---

**CLASS 6:**                    **3/4/15 at 1 to 3 PM**

**Topic:**                      **The India trip details**

**Trip date:**                **Sunday March 14- to Friday March 20, 2015**

- a) Many students combine the trip with other personal travel plans, which is okay as long they are available for all meetings. Students **MUST** be in Mumbai, India Sunday, March 14<sup>th</sup> for a cocktail party with local developers at Aer, Four Seasons, Mumbai at 5 PM (sunset happy hour). The students must not leave Mumbai before Friday, March 20<sup>th</sup> at 8 PM.
- b) Until 2014 summer US passport holders needed Indian visas, this may have changed. If not, in New York, visas are processed by an outsourcing agency:  
<https://indiavisa.travisaoutsourcing.com/homepage> on East 53rd Street. For native-born Americans it is a 1-2 day process. For non-Americans, naturalized Americans and those of Pakistani, Sri Lankan or Indian origin, it can take several weeks.

- c) Students should check out the health services website for health related precautions and immunizations that students are advised to take before a trip to Mumbai, India.

<http://health.columbia.edu/services/pcms/travel-medicine>

You will be arriving: **Chhatrapati Shivaji International Airport** – Tel 91 22 6685 1010

The much awaited Terminal 2 is brand new (Feb 2014) and doubles as Mumbai's new Contemporary art museum, nearly 7,000 artifacts, a 3km-long art wall and works by over 1,500 artists.

Those of you who will be coming from India will arrive at the **Domestic airport** Tel (91)22 26264-000 for Terminal 1 (1A, 1B, 1C Domestic)

*Before you fly out of USA please make a copy of your passport (front, back, visa page and all the contents of your wallet (cards) and **EMAIL IT** to someone you trust or yourself in case of emergency*

---

## HOTEL

---

**Four Seasons Hotel** \$167 Address: 114, Dr. E. Moses Road, Worli, Mumbai, Maharashtra 400018, India Phone + 91 22 2481 8000

Below is a list of local developers we will be meeting, each student is teamed up with a local developer.

	<u>Mumbai Developer/RE Company</u>	<u>Website</u>
1	HUBTOWN	<a href="http://www.hubtown.co.in">www.hubtown.co.in</a>
2	MARATHON	<a href="http://www.marathonrealty.com">http://www.marathonrealty.com</a>
2	Brookfield Mumbai	<a href="https://www.brookfield.com">https://www.brookfield.com</a>
3	Shapoorji Pallonji	<a href="http://www.shapoorji.in">http://www.shapoorji.in</a>
4	Berggruen/Keys Hotels	<a href="http://www.berggruenholdings.com/offices/mumbai-hq">http://www.berggruenholdings.com/offices/mumbai-hq</a>
5	Mahindra Lifespaces	<a href="http://www.mahindralifespaces.com">http://www.mahindralifespaces.com</a>
6	Lokhandwala Infrastructure	<a href="http://www.lokhandwalainfrastructure.com/projects/minerva.php">http://www.lokhandwalainfrastructure.com/projects/minerva.php</a>
7	SBUT	<a href="http://www.sbut.in">http://www.sbut.in</a>
8	Wadhwa Group	<a href="http://www.thewadhwa-group.com/">http://www.thewadhwa-group.com/</a>
9	Hafeez Contractor	<a href="http://www.hafeezcontractor.com/">http://www.hafeezcontractor.com/</a>
10	TBD	



---

## TENTATIVE SCHEDULE:

---

### CALENDAR

	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>
	<i>16-Mar</i>					
8:00 AM						
9:00 AM						
10:30 AM						
lunch						
12:30 PM	<i>check in</i>					
afternoon 3:30						
5:00 PM						

---

## CONFERENCE CALLS

---

Lastly, we will be setting up a weekly conference call (time/date TBD)

Conference Dial-in Number: **(712) 432-1500**

Participant Access Code: 646372#

---

## STUDENT CONTACT

---

**\*(Please fill in your contact email and cell number)**

	<b><u>Student</u></b>	<b><u>Email</u></b>	<b><u>Mobile</u></b>
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			

Good for what's hot and not!

<http://india.blogs.nytimes.com/>

[http://timesofindia.indiatimes.com/defaultinterstitial\\_int.cms](http://timesofindia.indiatimes.com/defaultinterstitial_int.cms)

<http://mumbaiboss.com/>

<http://www.timeoutmumbai.net/>

**CLASS 7:                      Date TBD**

**Topic:                      FINAL PROJECT**