Note from Jan Barton –
October 3, 2010

hey everyone-

here's what i have so far on the india module. one file is my draft of a syllabus, the other is the preliminary itinerary that the local tour operator and i have put together.

the cost of the module, excluding your international flights and assuming you're willing to share a room with someone else, is going to be about $3,600-3,700. the proposed itinerary shows what else is and is not included in that amount.

things that i still need to finish include:
1. fine-tuning the sightseeing visits
2. booking all the business meetings
3. book the people in atlanta who i want to come and talk to us
4. select materials for you to read/watch before the trip (e.g., articles, books, movies)
5. come of with a list of recommended places to eat for the meals that are not included in the trip

i hope to have everything except item 2 done by the end of the month, before you have to bid for the modules. i will post an updated syllabus at that time. if you have any questions in the meantime, you know where to find me...
The goal of the 2011 “Doing Business in India” study trip is to provide students with a rigorous first-hand exposure to the cultural, economic and political facets of doing business in India. Participants first will learn about these facets by participating in a series of pre-trip meetings with faculty in various departments across Emory University. Then, in India, participants will visit cultural sites and meet with business, government and NGO representatives. Upon return, participants will share their experiences by contributing to a “trip journal.”

Leader: Jan Barton, Associate Professor (jbarton@emory.edu)
Assistant: Christine Zurawski, MD, Managing Partner of Infectious Disease Solutions, Piedmont Hospital
Participants: Leader, assistant and 28 MBA students
Time frame: Depart from Atlanta on Saturday, February 26, 2011
Return to Atlanta on Saturday, March 12, 2011

Estimated costs: International airfare: $1,500-$1,700
Domestic travel, lodging (double occupancy) and select meals: $3,660
Visa: $ (??)

PLEASE NOTE THAT SCHEDULES ARE NOT CONFIRMED YET—
THESE WILL MOST LIKELY CHANGE!!
SCHEDULE IN ATLANTA (Held throughout January and February 2011)

1–Tue. 1/XX  Jan Barton, Associate Professor of Accounting
    Topic: Intro to module, goals, expectations, itinerary, packing suggestions, etc.
    Readings: TBD

2–Thu. 1/XX  Laurie Patton, Charles Howard Candler Professor and Professor of Early Indian Religions
    Readings: TBD

3–Tue. 1/XX  Jagdish Sheth, Charles H. Kellstadt Professor of Marketing
    Topic: Trends in India’s business environment. Comparison of India to US and China.
    Readings: TBD

4–Tue. 1/XX  Christine Zurawski, MD
    Topic: Healthcare issues in India (especially infectious diseases). Tips for staying healthy throughout the trip.
    Readings: TBD

5–Thu. 1/XX  Deepika Bahri, Associate Professor of English and Director of Asian Studies
    Topic: Indian culture, especially literature and film. Brief overview of Indian history, from Harapa to partition.
    Readings: TBD

6–Tue. 1/XX  Holli Semetko, Vice Provost for International Affairs, Director of The Halle Institute, and Professor of Political Science
    Topic: Politics and international relations.
    Readings: TBD

7–Tue. 1/XX  Kathleen Pringle, Owner of Stillwater Yoga Studio
    Topic: Yoga traditions, philosophy and practice. Maybe have class at her studio, so that we can also have a practice session.
    Readings: TBD

8–Tue. 1/XX  Get-together at Jan Barton’s house after the trip to “debrief”
SCHEDULE IN INDIA

0–Sat. 2/26  Atlanta
PM: Take flight to Mumbai
Meals: In flight

1–Sun. 2/27  Mumbai
AM: En route
PM: Arrive in Mumbai around midnight
Lodging: Taj President Hotel (Vivanta)
Meals: In flight

2–Mon. 2/28  Mumbai
AM: Mahalaxmi Temple, Jain Temple (drive by Towers of Silence and Dhobi Ghat)
PM: Mani Bhawan, Bollywood
Lodging: Taj President Hotel (Vivanta)
Meals: Breakfast at hotel
Lunch provided (by Jimmy Boy Restaurant?)
Welcome dinner at Khyber Restaurant

3–Tue. 3/1  Mumbai
AM: Gateway of India, Elephanta Caves
PM: Tata Group, Mumbai stock exchange
Lodging: Taj President (Vivanta)
Meals: Breakfast at hotel
Lunch provided at Jimmy Boy Restaurant
Dinner at Leopold Café with PricewaterhouseCoopers staff

4–Wed. 3/2  Mumbai/Bangalore
AM: Take flight to Bangalore
PM: Bull Temple, meeting with staff from Indian Institute of Management
(drive by Lal Bagh Gardens and Vidhana Soudha if time permits)
Lodging: Chancery Pavilion
Meals: Breakfast at hotel
Lunch provided
Dinner on your own
5–Thu. 3/3  **Bangalore**

AM: Infosys, Vipro  
PM: Narayana Hrudayalaya Hospital  
Lodging: Chancery Pavilion  
Meals: Breakfast at hotel  
Lunch on your own  
Dinner provided (with representative of U.S. firm operating in Bangalore, e.g., The Coca-Cola Company, UPS, etc.)

6–Fri. 3/4  **Bangalore/New Delhi**

AM: Take flight to Delhi  
PM: National Museum, Raj Ghat at dusk, Bangla Sahib Gurudwara at night  
Lodging: The Park Hotel  
Meals: Breakfast at hotel  
Lunch on your own  
Dinner on your own

7–Sat. 3/5  **New Delhi**

AM: Qutab Minar, Humayun’s Tomb, India Gate, Rashtrapathi Bhawan  
PM: Chandni Chowk, Jama Masjid, Red Fort  
Lodging: The Park Hotel  
Meals: Breakfast at hotel  
Lunch provided  
Dinner on your own

8–Sun. 3/6  **New Delhi/Agra/New Delhi**

AM: Take train to Agra, Agra Fort or Fathepur Sikri, Cantonment area  
PM: Taj Mahal, take train back to Delhi  
Lodging: The Park Hotel  
Meals: Breakfast on train  
Lunch at Trident Hotel  
Dinner on train

9–Mon. 3/7  **New Delhi**

AM: Congress/legal representative, U.S. Embassy representative (meet at hotel?)  
PM: CARE, UNAID, microfinance representative (meet at hotel?)  
Lodging: The Park Hotel  
Meals: Breakfast at hotel  
Lunch provided  
Dinner on your own
10–Tue. 3/8  **New Delhi/Varanasi**

AM: Flight to Varanasi
PM: Ghats, Aarti
Lodging: Taj Ganges Hotel (The Gateway?)
Meals: Breakfast at hotel
       Lunch provided
       Dinner on your own

11–Wed. 3/9  **Varanasi**

AM: Sarnath
PM: Benaras Hindu University, Water treatment plant
Lodging: Taj Ganges Hotel (The Gateway?)
Meals: Breakfast at Hotel
       Lunch on your own
       Dinner on your own

12–Thu. 3/10  **Varanasi/New Delhi**

AM: Boat ride on Ganges
PM: Flight to Delhi
Lodging: Imperial Hotel
Meals: Breakfast at hotel
       Lunch on your own
       Dinner on your own

13–Fri. 3/11  **New Delhi**

AM: Connaught place, Dilli Haat
PM: On your own, take flight to Atlanta around midnight
Meals: Breakfast at hotel
       Lunch on your own
       Farewell dinner provided

14–Sat. 3/12  **Atlanta**

PM: Arrive in Atlanta
**Itinerary Specially Prepared for Emory University**

**Day 01**  
**SAT 26 FEB**  
**DEPART ATLANTA**  
Depart Atlanta by international flight

**Day 02**  
**SUN 27 FEB**  
**ARRIVE MUMBAI**  
Arrive Mumbai by late evening.

After completing immigration and custom formalities, move to the arrival hall where you will be met and welcomed.

Assistance at Mumbai international airport and transfer to hotel.

*Mumbai (Bombay)* is the vibrant and pulsating capital of Maharashtra. For over a century, Mumbai has been a commercial and industrial centre of India with a magnificent harbour, imposing multi-storied buildings, crowded thoroughfares, busy markets, shopping centers and beautiful tourist spots. The British acquired Mumbai from the Portuguese in 1665 and handed it over to the East India Company in 1671 for a handsome annual rent of Sterling Pounds 10 in Gold! Later, these seven islands were joined together by causeways and bridges in 1862.

**Overnight in MUMBAI**  

**VIVANTA BY TAJ - PRESIDENT**  
[www.tajhotels.com/.../Taj%20President%20Hotel,MUMBAI/]
DAY 03  MON 28 FEB  MUMBAI

Breakfast at the hotel

Late morning guided tour of Mumbai visiting the Mahalaxmi Temple, the Jain Temple, the Towers of Silence and Dhobi Ghat, ending at Mani Bhawan.

This temple is situated very close to the sea, off Mahalaxmi. This temple has three beautiful images of Hindu goddesses, Mahalaksmi, Mahasaraswati and Mahakali which are made of gold. During Navaratri festival, devoted Hindus throng this temple in great numbers to offer coconut, flowers and sweets to the goddesses. Visit the 19th century Jain Temple with its silver doors, the Kamala Nehru Park and the Ferozshah Mehta Gardens known as the Hanging Gardens of Bombay and the Towers of Silence where the Parsis dispose their dead. Visit Mani Bhavan where Mahatma Gandhi spent 17 years of his life working for the freedom of India.

Lunch at the Jimmy Boy Restaurant, which serves traditional Parsee cuisine.

Later, drive to Church Gate Railway Station to see the Dabbawallas.

The Dabbawallas are the people who provide a lunch delivery service in Mumbai and have been in this business for over 100 years. In 1998, Forbes Global magazine conducted an analysis and gave them a Six Sigma rating of efficiency. At Churchgate, you will witness how the Dabbawallas operate. See their delivery process and coding system and how they work as one team to achieve a common goal. A unique delivery service which uses the suburban train system as a means of commuting. Continue the tour with a visit to a Bollywood film studio to get an inkling into what makes this industry tick and why it is the largest film industry in the world.

Evening: Welcome Dinner at Khyber Restaurant – traditional North Indian cuisine.

Overnight in MUMBAI  VIVANTA BY TAJ - PRESIDENT
DAY 04  TUE 01 MAR  MUMBAI
Breakfast at the hotel

Morning a guided excursion to the Elephant Caves.

The Elephant Caves is 22 kms off the coast of Bombay and an hour’s ride by motor launch from the Gateway of India. The cave temples of Elephanta date back to the 7th century. Four rows of massive columns cut into solid rock form three magnificent avenues, leading to the outstanding three-headed sculpture representing ‘Brahma the Creator’, ‘Vishnu the Preserver’ and ‘Shiva the Destroyer’. Dedicated to Shiva, the beauty and power of these phenomenal sculptures, depicting the various manifestations of Shiva, is overpowering.

Return to the hotel to freshen-up and a quick lunch at the Café.

Afternoon vehicle at disposal for business visits, possibly the Tata Group, the Mumbai Stock Exchange or similar establishments.

Dinner at a selected restaurant with the PricewaterhouseCoopers staff.

Overnight in MUMBAI  VIVANTA BY TAJ - PRESIDENT

DAY 05  WED 02 MAR  MUMBAI/ BANGALORE
Breakfast at the hotel

Morning, transfer to the airport to board the flight to Bangalore in time.

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<tr>
<th>Depart</th>
<th>Mumbai</th>
<th>0910 hrs</th>
<th>IC 109</th>
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<tbody>
<tr>
<td>Arrive</td>
<td>Bangalore</td>
<td>1050 hrs</td>
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Assistance on arrival at the airport and you will be transferred to the hotel.

Bangalore, also known as the ‘Garden City’ and the ‘Silicon Valley of India’, is the capital of the modern state of Karnataka. The city was founded by Kempa Gauda, a local chieftain, in the 16th century. It became an important fortress city two centuries later, under the rulers of Karnataka - Hyder Ali and Tipu Sultan.
Afternoon proceed for the city tour visiting the Bull Temple, built in the Dravidian style over a monolithic bull, presumably by the founder of the city Kempa Gowda. See the botanical gardens of Lal Bagh laid out by Hyder Ali, the ruler of Mysore, in the 18th century, covering 240 acres with a wide variety of exotic trees and plants. It has a glass house, built on the lines of the Crystal Palace of London, which is the venue for fruit, flower and vegetable shows twice a year. Also see the magnificent post-Independence government building - Vidhan Soudha is a landmark in modern construction. Built in 1954, it is of granite, in the Neo-Dravidian style of architecture and houses both the legislatures and the secretariat.

Lunch in a city restaurant.
Meet with staff from the Indian Institute of Management

Evening: Free with dinner on your own

Overnight in BANGALORE

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**DAY 06**

THU 03 MAR BANGALORE
Breakfast at the hotel

Full day vehicle at disposal for business visits, which may possibly include Infosys, Wipro, Narayana Hrudayalaya Hospital, among others
Lunch on your own.

Evening at a selected restaurant with representatives of a US firm (viz, The Coca Cola Company, UPS) operating in Bangalore.

Overnight in BANGALORE

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**DAY 07**

FRI 04 MAR BANGALORE/ DELHI
Breakfast at the hotel

Morning transfer to the airport to board flight to Delhi.

Depart Bangalore 1000 hrs IT 204
Arrive Delhi 1230 hrs

Assistance on arrival at the Delhi airport and you will be transferred to the hotel.

**Delhi** - the capital of India, is a fascinating city with complexities and contradictions, beauty and dynamism, where the past co-exists with the present. Many dynasties ruled from here and the city is rich in the architecture of its monuments. Delhi is not only the present metropolis of India but also a Necropolis. Because of its location, being on the banks of the river Yamuna, many cities have risen and fallen over the last five millennia.

Lunch and Dinner will be on your own today

Overnight in DELHI

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DAY 08    SAT 05 MAR     DELHI

Breakfast at the hotel

Morning, start your city tour visiting Qutab Minar, a Tower of Victory, built in the 12th century by Qutbuddin Aibak. Within its spacious courtyard stands the Iron Pillar, which dates back to the 4th century AD and bears a Sanskrit inscription in the Gupta style. The pillar has puzzled scientists, as its iron has not rusted in all these centuries. The Tomb of Humayun - the magnificent structure in red sandstone and white marble is one of the finest examples of the garden tomb, and a precursor to the Taj Mahal. Its proportionate spaces, double dome and refined elegance are characteristic of Mughal architecture.

Also visit India Gate, the memorial of the First World War and drive along the road that leads from there to Rashtrapathi Bhawan - the residence of the President of India which is flanked by the houses of Parliament and the Government Secretariat buildings.

Lunch will be served in a local restaurant.

Later visit Old Delhi. You will be taken on cycle rickshaws through the little lanes of the Old City of Delhi, where time has virtually stood still for hundreds of years. This ride will be most fascinating as you get a first-hand view of the merchants, the little food and artifact stalls and the teeming population, busy in their daily activities. The cycle Rickshaw ride will end nearby Jama Masjid (Friday Mosque), India’s largest mosque, also built by Shah Jahan. Continue your visit to the Red Fort - Shah Jehan’s elegant citadel in red sandstone.

Dinner on your own

Overnight in DELHI
**DAY 09**

**SUN 06 MAR**

**DELHI/ AGRA/ DELHI**

*Early morning* you will be transferred to railway station to board the train to Agra in time.

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<th>Depart</th>
<th>Arrive</th>
<th>Time</th>
<th>Train</th>
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<tr>
<td>Delhi</td>
<td>Agra</td>
<td>0615 hrs</td>
<td>Shatabdi Express</td>
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<tr>
<td>Agra</td>
<td>Delhi</td>
<td>0812 hrs</td>
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{**Breakfast will be served on board the train by Indian Railways**}

**Agra** is famous as the home to one of the Seven Wonders of the World - the Taj Mahal. The architectural splendor of the mausoleums, the fort and the palaces in Agra is a vivid reminder of the opulence of the legendary Mughal Empire. Agra was their capital for nearly a hundred years from 1564. A pleasant town, with a comparatively easy pace, Agra is known for its superb inlay work on marble and soapstone, by artisans who are hereditary craft persons. The city is also famous for its carpets, gold thread embroidery and leather shoes.

Meeting and assistance on arrival at the railway station and proceed on an excursion to **Fatehpur Sikri**, the exquisite city built by Akbar the Great in 1569, in red sandstone, with its forts, palaces and mosques, and abandoned 14 years after its creation due to political reasons. Diwan-i-am - a vast courtyard in which the emperor gave daily public audience, Diwan-i-khas - a large quadrangle where all the major functions of the palace took place, Pachisi court, the emperor’s private living quarters, Jodha Bai’s palace, Mariam’s palace, Birbal’s palace, Hawa Mahal and Panch Mahal are some of the important buildings of this residential complex. The Friday Mosque and the exquisite tomb of Sheikh Salim Chisti are in the religious grounds set aside in a separate enclosure adjacent to the secular buildings.

**Return to Agra for lunch at Trident hotel.**

**Later guided tour of Agra** visiting the **Agra Fort**, built by three Mughal Emperors starting from Akbar the Great in 1565 AD, which is a masterpiece of design and construction. Within the fort are a number of exquisite buildings including the Moti Masjid, Jahangir’s Palace, Khas Mahal and the Sheesh Mahal, Diwan-i-Am, Diwan-i-Khas and Musamman Burj, where Emperor Shah Jahan, the fifth Mughal Emperor, died a prisoner.

Later proceed to the **Taj Mahal** - the inimitable poem in white marble and see its glory in the Sunset. Built over a period of 22 years, by the Mughal Emperor Shah Jahan in 1630, for his Queen Mumtaz Mahal to enshrine her mortal remains, it is one of the seven modern wonders of the World. Stay at the monument till the Sunset.

Later, transfer to the station to board the train for Delhi.

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<th>Depart</th>
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<th>Time</th>
<th>Train</th>
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<tr>
<td>Agra</td>
<td>Delhi</td>
<td>2030 hrs</td>
<td>Shatabdi Express</td>
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<tr>
<td>Delhi</td>
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<td>2230 hrs</td>
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{**Dinner will be served on board the train by Indian Railways**}

Assistance on arrival at the railway station and you will be transferred to the hotel.

**Overnight in DELHI**

**THE PARK**
DAY 10  MON 07 MAR  DELHI
Breakfast at the hotel

Full Day meetings at the hotel in the Conference Hall with lunch included. Possible meeting with Congress/Legal representatives, US Embassy and later with CARE, UNAID, Microfinance representatives.

Dinner on your own
Overnight in DELHI  THE PARK

DAY 11  TUE 08 MAR  DELHI/ VARANASI
Breakfast at the hotel

**Morning** transfer to the airport to board your flight to Varanasi.

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<th>Del</th>
<th>1040 hrs</th>
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<tbody>
<tr>
<td>Arrive</td>
<td>Var</td>
<td>1150 hrs</td>
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Assistance on arrival at the airport and transfer to the hotel.

Lunch at the restaurant

Varanasi is one of India’s most important sites of pilgrimage and the holiest city for Hindus. Known also as Kashi and Benaras, Varanasi is one of the world’s oldest living cities, and has been a center of learning and culture for well over 2000 years.

Evening you will be taken on a visit to the ‘Ghats’. Witness the devotees performing the "Ganga Arti" or the special prayer to the Ganga. This culminates in placing tiny lamps or 'diyas' on fragile leaves and floating them in the shimmering waters of the Ganga.

Dinner on your own
Overnight in VARANASI  TAJ GANGES
DAY 12  WED 09 MAR  VARANASI

Early morning, proceed on a boat ride at dawn down India's most sacred river, The Ganges. Sun rise at the holy river is a truly tranquil and breath taking sight with pilgrims standing waist-deep in water, praying to the rising Sun. Past these bathing ghats, see the "burning ghats" where the Hindus cremate their dead. This is done with great religious fervour which makes for a moving experience. Return through the little by-lanes of the old city and see, from a suitable vantage point, the famous Kashi-Vishwanath Temple with its spires covered with gold, dedicated to Shiva, the presiding deity of the city.

Return to the hotel for breakfast.

Late morning proceed on an excursion to Sarnath - The place where the Buddha set the ‘Wheel of Law’ in motion by delivering his first sermon at the deer park. See the Chowkandi and Dhamek Stupas, the ruins of 9th and 10th century monasteries and temples as well as the Tibetan Temple. The temple built by the Mahabodhi Society in 1931. Also visit the famous Sarnath Museum (Closed on Fridays).

Afternoon visit the Benaras Hindu University founded in 1916 and its famous Museum Bharat Kala Bhavan which houses one of the finest collection of Mughal miniature paintings and brocade textiles. Also visit the Bharat Mata Temple, with its unique sculptured map of India, know as the Mother India Temple.

Evening is at leisure for independent activities.

Lunch and Dinner on your own

Overnight in VARANASI          TAJ GANGES
DAY 13  THU 10 MAR  VARANASI / DELHI
Breakfast at the hotel

Morning is at leisure.

Later you will be transferred to the airport to board your flight back to Delhi.

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<tr>
<th>Depart</th>
<th>Varanasi</th>
<th>1440 hrs</th>
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<tr>
<td>Arrive</td>
<td>Delhi</td>
<td>1600 hrs</td>
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Meeting on arrival and transfer to hotel.

Rest of the evening free for independent activities.

Lunch and Dinner on your own

Overnight in DELHI

THE PARK

DAY 14  FRI 11 MAR  DELHI
Breakfast at the hotel

Day free for independent activities, visiting Dilli Haat, Crafts Museum, Connaught Place – free time for shopping and packing

(Check out at 1200 noon)

Lunch on your own

Evening: Farwell Dinner at a nice restaurant

Later transfer to the airport to board your flight home.

DAY 15  SAT 12 MAR  DEPART DELHI – ARRIVE USA
Depart Delhi and arrive USA by late afternoon.

: End of the Tour :
COST & CONDITIONS SHEET

Our net quotation in **US Dollars** for minimum **30 persons** will be:

On sharing a double/ twin room  **USD 3,660** per person
Single room add-on  **USD 1,515** per single

Supplement for ALL the lunches and dinners not covered in main cost  **USD 280** per person

**Cost includes:**
1. Accommodation on *twin share basis* for a total of **12 nights** as per the hotels mentioned or similar

2. Meals on the tour:
   - American Breakfast at all places
   - Lunch in Mumbai on day 3, 4 & 5, in Delhi on day 8 & 10, Varanasi on day 11 and Agra on day 9
   - Dinner in Mumbai on day 3 & 4, Bangalore on day 6 and Delhi on day 14.

3. All arrival and departure transfers with assistance and porterage (where applicable), sightseeing and surface transportation by Air-conditioned Deluxe large coach (35 seater).

4. Vehicles for local use as specified

5. The following mandatory elements:
   - Mineral water in the coach at all times.
   - Meal gratuities.
   - Tips to the guides and drivers (except for the Tour Director).
   - Luggage handling at the hotels. Please note, at the Indian airports, people are required to use the baggage trolleys themselves.

6. Services of an English speaking guide for the visits of Mumbai, Bangalore, Delhi, Agra & Varanasi

7. Economy class instant purchase airfare for travel Mumbai/ Bangalore/ Delhi/ Varanasi / Delhi

8. One accompanying Incentive Destinations Tour Director throughout

9. All presently applicable government taxes

10. Our Professional Charges for planning and executing this itinerary
**Cost does not include:**
1. International airfare
2. Indian visa fees
3. Foreign travel insurance
4. Meals – other than specified
5. Any meeting rooms at the hotel (other than the one specified in Delhi on 07 Mar)
6. Any expenses of personal nature such as telephone calls, laundry, table drinks and other beverages, etc.
7. Tips and gratuities to people other than specified above
8. Charges for movie and still camera at the monuments
9. Any unprecedented hike in government taxes, hotel rates, fuel prices that may be applicable in the future.
10. Airport tax, if applicable *(none currently applicable)*
11. Any other expenses not specifically mentioned to have been included above.

**VALIDITY: FOR THIS PARTICULAR TOUR ONLY**

**PAYMENT:**
30% at the time of confirmation of the tour
Balance 70% payment 45 days prior to commencement of the tour.

If hotels have any special deposit requirements, this will also have to be complied with in addition.

**CANCELLATION:**
If cancellation received in our office prior to commencement of the tour, then the following charges will apply:
- The advance deposit will get forfeited, if the tour is cancelled anytime upto 60 days prior to the date of arrival.
- Between 59 - 45 days : 50 % of the total tour cost
Less than 45 days and till after commencement of the tour : 100%
(this will also apply to any part of the tour not utilized)