Global Applied Projects (GAP)

2018-2019 Handbook
# Table of Contents

OVERVIEW ................................................................................................................................. 2

2018-19 KEY DATES .................................................................................................................. 2

STUDENT APPLICATION .......................................................................................................... 2

TEAM SELECTION .................................................................................................................... 3

IMPORTANT ADDITIONAL CONSIDERATIONS ................................................................. 4

PLANNING AND LOGISTICS REQUIREMENTS .................................................................. 4

POLICIES .................................................................................................................................. 5

ROLES AND RESPONSIBILITIES .......................................................................................... 6

PROJECT EXPENSES ............................................................................................................. 7

FUNDING THE GAP TRAVEL COMPONENT ......................................................................... 11

SAFETY, SECURITY, AND HEALTH PROCEDURES ......................................................... 12

TRAVEL TIPS ........................................................................................................................... 13

CONTACT INFORMATION ....................................................................................................... 13
OVERVIEW

Global Applied Projects (GAP) is a three credit hour (graded), application only, elective course that provides students with the opportunity to lead, plan and execute a globally focused real-world consulting engagement.

This Handbook provides information about the GAP application process and logistics to support the in-country GAP team consulting project. For academic information, please consult the GAP course syllabus.

2018-19 KEY DATES

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 15, 2018</td>
<td>GAP online application deadline</td>
</tr>
<tr>
<td>January 15, 2019</td>
<td>Client RFPs emailed to accepted students</td>
</tr>
<tr>
<td>January 25, 2019</td>
<td>Students submit project preferences via survey</td>
</tr>
<tr>
<td>February 1, 2019</td>
<td>GAP team and location announcement</td>
</tr>
<tr>
<td>February 27 – April 22, 2019</td>
<td>Phase One: GAP On-Campus Component</td>
</tr>
<tr>
<td>May 4 – May 24, 2019**</td>
<td>Phase Two: GAP In-Country Component</td>
</tr>
</tbody>
</table>

In-country component of the GAP program officially **starts Saturday, May 4, 2019** and **ends on Friday, May 24, 2019**.

**Students must arrive in country no later than Saturday May 4, 2019 and remain in-country through the end of business on Friday, May 24, 2019, unless otherwise directed by the client in writing.**

STUDENT APPLICATION

Eligibility
To be eligible for the GAP program, students must:
- Be a first-year FT MBA student who will complete the core by end of Spring Semester 2019 or WP MBA student who will complete 18 hours of coursework (including Data Analytics, excluding Independent Study credits) by end of Spring Semester 2019
- Remain in good academic standing (3.0 GPA required by end of Fall Semester)
- Remain in good standing with University’s Office of Student Conduct
- Attend a GAP Information session, registering with a valid OSU email address
- All applications must be approved by the MBA Team
Class Credit
By participating in the GAP program, all students earn three graded credit hours during 2019 Spring Semester. Working Professional MBA students should understand how this credit allocation may affect their tuition payment and other course load restrictions. Full-time MBA students should understand how this credit allocation may affect their elective course load. Grades are usually submitted in late June or early July. Until then, student transcripts will show an Incomplete.

Online Application
The GAP application process begins in fall semester. There are two components:
- Attend a mandatory GAP Information Session to receive the application link, and
- Submit an online application with ALL supporting materials uploaded by October 15

Only students who have attended a GAP Information Session will receive an email with the link to complete the program’s online application. There are no other application notifications.

The application has the following required components:
- PDF current resume,
- PDF cover letter,
- PDF copy of passport information page with expiration date clearly visible, uploaded after November 26, 2019
- PDF copy of U.S. student visa with expiration date clearly visible (international students ONLY), uploaded after November 26, 2019
- basic student information as requested in application,
- risk acknowledgements, and
- acceptance of program policies.

Students will not be considered for acceptance into the GAP Program until ALL required information/documents have been submitted online by the October 15 deadline.

TEAM SELECTION

1. January 15: RFPs for all projects are emailed to accepted students. Locations and clients are not disclosed.
2. January 25: Students bid on projects as individuals, expressing and justifying their top four project preferences in terms of topic affinity.
   a. The bid survey will require a biography be uploaded to include OSU email and cellphone for contact. If there is a justifiable reason that a student cannot travel to a specific country, the student can add that information to the bid.
3. February 1: MBA Team composes the teams and assigns projects, revealing locations and clients. There is no appeal against assigned project decisions.
IMPORTANT ADDITIONAL CONSIDERATIONS

Specifically, please be aware of the following:

- **Course Charge**: Every year there are additional costs to participate in GAP beyond standard tuition and fees (i.e. course pack, workshops, software, etc.). Students are required to pay this charge through their BuckeyeLink Student Account.

- **Accommodations**: Accommodations can vary enormously between project countries. Accommodations that are safe and clean with good internet connections should be selected. However, students should moderate their expectations especially when considering a choice between advanced and emerging market economies.

- **Internet and Wi-Fi**: These services will also vary widely between countries and in some circumstances be totally unavailable or unusually slow by U.S. standards.

- **Meals and Incidentals**: Price, cuisine, and water safety are other variables in which to be aware. Meals and food in Europe are much more expensive than in Africa or Asia. You should anticipate drinking only bottled water while in some countries.

- **Medications and Health Issues**: GAP Scholarship (details follow) only covers required (not recommended) vaccinations per the current CDC guidelines for the region. GAP does not cover visits to healthcare providers. Please visit [http://wwwnc.cdc.gov/travel](http://wwwnc.cdc.gov/travel).

- **Visas**: The project country may require a visa depending on student nationality. **Students are responsible for obtaining their own visas**. Some countries require an in-person appearance at an embassy or consulate to complete the visa application. GAP will cover the cost of the visa, but not any costs associated with travel to an embassy or consulate to acquire a visa. Please consider the funds needed and the time it takes to travel to a consulate or embassy that could be located in Chicago, New York, Washington DC or Houston. Consult [http://www.travisa.com](http://www.travisa.com) for more information.

PLANNING AND LOGISTICS REQUIREMENTS

Phase One - On Campus

- Order Fisher/OSU business cards.
- Receive project travel budget with your team assignment.
- Check your BuckeyeLink student account to monitor receipt of GAP Scholarship.
- Review your Cost of Attendance (COA) and subsequent GAP Scholarship impact to your student account.
- Receive Student Financial Aid Budget petition form, if needed.
- Make flight reservations as early as possible based on project scope/location and travel budget allowances.
- Make accommodation reservations as early as possible based on project scope/location and travel budget allowances.
• Complete mandatory online Travel Registration process once you receive email instructions and website link:
  o GAP GeoBlue Supplemental Travel Insurance Application,
  o GAP Risk Acknowledgment Release,
  o Health Information Form
• Upload copy of your flight ticket to Office of Global Business Dropbox
• Go to Travisa.com and check project country’s visa requirements. Communicate specific visa questions to the Office of Global Business. **It is each student’s responsibility to obtain and directly pay for the necessary visa.** However, the actual visa cost will be included in the project’s travel budget. GAP will not cover any travel expenses associated with acquiring a visa.
• Check health needs at the CDC website and schedule an appointment with a health care provider, if necessary. GAP will pay for all required immunizations and medications; recommended immunizations and medications are the student’s responsibility. GAP does not pay for the healthcare/provider visit.
• Provide Copy of Signed I-20 (international students ONLY).
• Register with the US Department of State’s Smart Traveler Enrollment Program if you are a U.S. citizen. [https://travelregistration.state.gov/ibrs/ui/](https://travelregistration.state.gov/ibrs/ui/)

Phase Two – In-Country

• It is advisable to keep accurate records and receipts of all project-related expenses.
• Handle any additional logistics needs arising during the project, with support/guidance from Office of Global Business
• Report all in-country and out-of-country travel plans to the Office of Global Business

POLICIES

GAP and Visitors
Spouses, partners, significant others, family members, friends, or other forms of visitors are **not** permitted to accompany or visit any team members during Phase Two, the in-country travel portion of GAP. There are no exceptions to this policy. Students found in violation of this policy may face disciplinary action, may be required to return to the U.S., and should expect to receive a lower, even failing, grade.

Free and Leisure Travel
During the in-country phase students are expected to work full-time Monday through Friday. Nonetheless, while outstanding project execution is the first priority, another goal of GAP is to expand students’ international and cultural experiences. This may refer to free time during in-country travel, or it may refer to travel before or after the three required weeks. It is important to note, this pre/post project travel is not covered by health or other project insurance.
Students should discuss leisure travel plans with the Office of Global Business and other team members to ensure that it does not interfere with or take precedence over the needs and expectations of the project. While personal travel is allowed during the project period, the needs of the project always come first, including working on the weekend. This also requires a sensitivity to cultural differences and client perception when planning personal travel. The amount of free time to sightsee or travel can vary greatly by project.

Students are always responsible for cost of personal travel and expenses incurred during personal travel or sightseeing (airfare, accommodations, entry visas, museum tickets, cultural event tickets, tours, train travel, etc.).

If the project takes place in a country under a U.S. State Department Travel advisory, the team (or individuals) must submit an itinerary detailing all activities, transportation, accommodations to Office of Global Business and OSU Risk Management at least four weeks prior to departure.

**ROLES & RESPONSIBILITIES**

**Client**
While every client relationship is different, clients are expected to provide the team access to key employees and information through a point-person. The client point-person typically remains in regular contact with the GAP project team for the entire 10-week period. The client point-person may or may not be the project sponsor.

If the client is physically located in-country, they often provide advice/support with on-the-ground logistics throughout Phase Two. There are instances where clients have no presence whatsoever in-country, and therefore, may not be able to assist.

**Faculty Advisor**
Each project team is assigned a Faculty Advisor for the entire 10-week period to provide guidance regarding project management and team dynamics. Advisors work with their teams both in Phase One and Phase Two, and participate in at least one regular, face-to-face weekly meeting and the majority of conference calls and presentations. They also help evaluate team and individual performance to assign grades. Faculty Advisors will also assist during Phase Two, by helping with the Final Presentation in reviewing final documents, suggesting changes, editing and, if possible, providing rehearsal guidance.

While Faculty Advisors assist with project management timelines/deadlines and support the timely delivery of course assignments and client deliverables, they do not manage the team, nor do they do the project work. Faculty Advisors assist in resolving team dynamics issues, maintaining a good client relationship, monitoring deliverables, and keeping the project on track within the work plan, time-frame, and budget.
Office of Global Business
The Office of Global Business supports students with logistics questions such as flight recommendations, accommodation recommendations, preliminary in-country ground transportation options, entry visas, and health related questions.

Teams are encouraged to use all other available resources, including the OSU Library, Fisher and OSU professors, student organizations, and alumni.

MBA Team
Following leads from various sources, and until a faculty advisor is selected, Professors Walter Zinn and Roger Bailey will be the primary contact with potential clients. With support from the Office of Global Business, they will be the primary contact with the client prior to Phase One, working to obtain client commitments, determine preliminary project scope and location, and provide teams with key client contact information. If a client has previously collaborated on a GAP project, the Office of Global Business can provide the reports and any relevant collateral material for background and insight.

PROJECT EXPENSES

Most GAP project-related expenses are funded through the client. To ensure financial oversight, all GAP project expenses and logistics must adhere to OSU travel policies. A high-level overview of OSU/GAP fiscal policies is outlined below. This section is intended to be informative, but not all-inclusive. Access to OSU’s Travel Policy can be found online here and Business Expense Policies can be found online here.

In the event that a client makes a specific logistics request (regarding accommodations, flight itineraries, mode of in-country transportsations, etc.), Fisher College of Business will respect the client’s request unless student safety is compromised.

Accommodations
GAP Teams will select and pay for their own accommodations with funds received from their GAP Scholarship. This Scholarship will be disbursed directly through your BuckeyeLink Student Account and will be disbursed no later than April 1 prior to travel. Consideration should be given to clean, safe, and reasonably priced accommodations, with a preference given to accommodations close to the client location and with access to certain amenities (i.e., Wi-Fi, restaurants, business facilities, public transportation). Type of accommodations will vary based on location (i.e., hotels, AirBnB, corporate housing, university dorms,) and may be recommended by the client, based on company policies.

Budget allocations for accommodations are based on rooms that are gender divided and double-occupancy accommodations.
In certain cases, a forced single may result from the gender breakdown of the group or a student may personally choose to pay for a single room. In these cases, team members should discuss and plan accordingly.

Students should avoid using expectations from the U.S. when selecting and evaluating their accommodations. In certain locations, Western-style accommodations and amenities are not available.

As previously mentioned, GAP team members will book all accommodations with funds disbursed as part of your GAP Scholarship. Team members should discuss preferences early and any questions should be directed to the Office of Global Business. The project client should be involved in this discussion for any corporate discounts/recommendations/safety concerns. Once a selection has been made, the Office of Global Business will evaluate that selection with the Office of Risk Management and confirm the choice. The Office of Global Business requires each team member submit a copy of the flight itinerary to a Dropbox. Students who withdraw from the GAP Program are required to return the GAP Scholarship to the Fisher College of Business.

**Airfare**

Students will be responsible for making all flight arrangements, keeping in mind the budget set by the Office of Global Business for the GAP Scholarship. Specifics will be outlined via email after team assignments are announced. Students should follow email instructions carefully, making note of in-country start and end dates, final presentation plans, flight budget amounts, and OSU travel policies and procedures.

Students are advised not to book travel before receiving instructions. Flight budgets are based on non-refundable, non-transferrable, change-fee tickets, with no more than 6 hours per layover. Every effort is made to provide adequate time between flight connections, especially for customs and immigration upon return to the US.

Occasionally, students may need to travel beyond their entry point by train, bus, or automobile to reach their project destination. This roundtrip transportation will be included in the flight budget. Students should be sure to leave enough room in the cost of their flights to accommodate this additional travel.

While students may choose to purchase flight insurance, it is not included in the flight budget. Travel to and from the airport in the U.S. is also not included.

A copy of the airline ticket must be shared with the Office of Global Business.

**Gifts**

Gifts for clients are the responsibility of GAP teams.
Ground Transportation
GAP project-related ground transportation will be factored into the GAP Scholarship travel budget. Students pay for all personal ground transportation including airport transfers in the U.S.

Health Insurance
While participating in GAP, all students are required to maintain their primary health insurance coverage and enroll in GeoBlue Supplemental travel insurance. The policy includes coverage for illness, injury and medical evacuation, and political security and natural disaster evacuation services. More information can be found at the OIA webpage click here.

After acceptance, students receive application instructions for GeoBlue supplemental travel insurance. Please print a copy of the insurance card and carry at all times while abroad.

GeoBlue Supplemental travel insurance is only in effect for the duration of the GAP in-country component. If planning personal travel before or after the GAP program, students are advised to obtain health insurance that covers them for medical care while overseas.

This required expense will be billed directly to Fisher College of Business and will not be included in your travel budget.

Immunizations
Students must consult the CDC website for information regarding required/recommended immunizations for travel to a particular country. If after reading this information, the student determines that a visit to a health care provider is necessary, the student is responsible for making and paying for all arrangements, appointments, medications and immunizations. The Office of Global Business will not include costs in the travel budget for any deductibles, co-pays or office visits unless a required immunization or a required medication is involved.

Please keep in mind that many immunizations require an incubation period of up to four weeks to become effective. Make an appointment with a primary care physician soon after being assigned to a team and consulting the CDC website.

Students should carry their immunization record with them while traveling.

International Students
Non-U.S. passport holding students may incur additional non-reimbursable travel expenses (in the U.S. and Europe) when working on a European project.

Personal Expenses
Students should determine a budget taking into consideration personal preferences and the destination country. In general, students usually bring or have access to approximately $2,000 for food, personal travel and other incidentals (i.e., room service, laundry, mini-bar, telephone,
ATM fees, foreign transaction fees). These expenses are not included in the travel budget. The amount varies by student preference and location.

All students must have a generally accepted credit card (i.e., MasterCard, Visa) that can be used internationally for charging and cash withdrawals. Students frequently bring a combination of U.S. currency, credit card, and debit card.

**Technology**
A laptop is required while working in-country. Please contact IT Services for specific questions about travelling abroad. Students should be familiar with the project country’s encryption regulations and internet restrictions.

Fisher does not provide laptop insurance while students are in-country nor reimburse a student if your laptop is stolen. Students should refer to your homeowner’s or renter’s insurance for coverage specifics or consider buying a short term policy. If an accident takes place, Fisher College of Business recommends that students file an incident report with local law enforcement while still in-country. A copy of the incident report should be retained for insurance purposes and copied for Fisher College of Business/OSU Risk Management.

**Translators and Interpreters**
In countries where the language of business is not English, an interpreter may be required for in-depth interviews or a translator may be required to have wider access to source documentation. It is the team’s responsibility to procure interpreters and translators. Utilizing local business schools has been a successful model on past projects. Team members who are fluent in the country’s language may serve as interpreters.

**Visas**
Where necessary, students are responsible for securing their own entry visas for all travel locations. Given differing requirements, it is important to understand required paperwork and application timelines. The Office of Global Business can be consulted if questions arise.

GAP Scholarships will include the cost for visa fees, but not visa photographs, mailing service, or expedited processing. GAP will not pay for a visa expeditor unless the student discusses extenuating circumstances with the Office of Global Business and receives written permission prior to using an expeditor.

In many cases, a visa expeditor can serve as a proxy so students are not required to submit an application in person. However, in some cases, visa expeditors cannot assist with visa procurement, and a visa application cannot be submitted by mail. Therefore, students must present their applications in person at a designated embassy or consulate. This requires the student to travel to Chicago, New York City or Washington DC. Travel for visa procurement is not included in the travel budget.
Non-U.S. passport holding students will always incur additional non-reimbursable travel expenses (in the U.S. and in Europe) when working on a European project. Fisher College of Business assumes international students are prepared to handle this additional expense when considering European based projects.

In some instances, Fisher College of Business encourages GAP Teams to work with Travisa.com, a visa service provider, to process applications of an entire team. However, gathering all materials and documents remains the sole responsibility of each individual student.

**Wi-Fi / Internet**

In many cases, Wi-Fi will be purchased through your accommodations. In-country Wi-Fi and internet speeds often do not match what students experience in the USA. Students should keep slow speeds in mind and readjust working strategies, such as allowing extra time to send documents via email, or using flash drives to share files and backup documents.

**Other Miscellaneous**

Be advised that Fisher College of Business will not include gifts, tips or any expenses unrelated to the project in the travel budget. Fisher College of Business will not include any alcohol expenses.

Fisher College of Business will only consider expenses during the project period. Expenses incurred outside the project period are considered to be personal expenses.

**FUNDING THE GAP TRAVEL COMPONENT**

As previously mentioned, Fisher College of Business and the GAP Program will provide a GAP Scholarship to each individual team member traveling internationally as part of the GAP program. This GAP Scholarship will include funding for accommodations, flights to and from the specific project location only as required by the Client, in-country ground transportation, visa fees, and required vaccinations.

If a student, for whatever reason, does not travel after the Scholarship has been disbursed, the money must be returned to the Fisher College of Business.

Federal regulations require all external scholarships and financial resources received by a student be included as part of their financial aid package. It doesn’t matter what the funding is labeled (reimbursement, travel award, travel grant, scholarship, cash advance), this financial resource must be recorded. Even if a student does not actually receive any financial aid, it must still be recorded on their student account. Other aid awards (especially those which are need based, e.g. loans) may be adjusted upon receipt and review of external award notifications. Students may not receive financial aid including these external resources in excess of the annual Cost of Attendance (COA) at OSU. Students can access their COA via the following path in Buckeyelink: MyAccount/Account Inquiry/Financial Aid/Aid Year (select the current year/SFA
Status. While this may seem confusing, details will be shared by an SFA representative during the GAP Information Sessions in regard to how receiving a GAP Scholarship could potentially impact a student’s COA and the petition process to increase a student’s COA, if needed. This circumstance is rare, however, and Fisher will work with SFA to ensure each student is able to participate in Fisher’s unique opportunity for MBA students to engage in this GAP global experience.

Students should expect to pay some travel-related expenses prior to and during international travel as described in previous sections. All students must have a generally accepted credit card (i.e., MasterCard or Visa) that can be used internationally for charging and cash withdrawals.

When team assignments are finalized, students will receive their GAP Scholarship travel budget for their specific GAP project location. These budgets will be specific to the location, based on OSU’s travel policy requirements.

**SAFETY, SECURITY, AND HEALTH PROCEDURES**

**Travel to Countries Under U.S. State Department Warning**

GAP projects sometimes involve travel to countries under a current U.S. State Department Travel Warning. OSU requires that a travel waiver be issued for ALL travel (project and personal) while in a U.S. State Department Travel Warning country. This process requires a full review by OSU International Risk Committee and approval by the Provost. Be advised that the process can take four weeks. Therefore, all travel (project and personal) must be organized well before departure to the project country. The Office of Global Business can assist with this process.

**Emergency Procedures**

Prior to the GAP in-country component, all students will be required to complete online paperwork with the Office of International Affairs (i.e., document emergency contacts, upload copy of flight itinerary, upload copy of passport/visa). Students are responsible for forwarding the in-country contact document to their families and partners. Many teams also allow their emergency contact information to be shared with teammates. In order to comply with privacy regulations, each team should discuss how and what emergency contact information to share.

In the event of an in-country emergency, students should immediately seek emergency assistance in-country and contact the Ohio State 24/7 International Emergency Phone Line: **614.292.6677**. To ensure quick action, indicate that your call is an “education abroad-related emergency” and be prepared to provide:

- Name, location, age, sex, and nationality
- Program association: GAP program, Fisher College of Business
- Telephone number from which call is placed (in case you are disconnected)
• Relationship to the person (if the person calling is not the student)
• Name, location, and telephone number of the hospital or clinic (when applicable)
• Name, location, and telephone number for the treating doctor, and where the doctor can be reached (when applicable)

This message will be relayed to the Office of International Affairs International Risk Manager and his team. Once the Risk Manager receives the message, students should expect to wait 30-60 minutes while OIA analyzes in-country resources and formulates recommendations.

TRAVEL TIPS
Attire
- Always have a good understanding of the country’s climate prior to arrival.
- Always obtain dress advice from the client, but as a general rule, plan on wearing professional business attire, typical of Western nations, for all interviews outside of your client offices.
- Always bring at least one suit for professional engagements.
- Always bring comfortable, casual clothing and shoes for evenings and weekends.

Miscellaneous Needs
Business cards
Business gifts
Camera
Flash drive
GeoBlue supplemental health insurance*
Laptop (with electricity converter)
Money (credit and/or debit cards*, U.S. currency, etc.)
Prescription medicine**
Project-related materials
Proof of immunization*
Several outlet adaptors
Toiletries
Travel guidebook
Valid Passport*
Valid Visa*

*Make two photocopies of important travel documents. Keep one copy at home. Keep one copy in a location separate from original documents during your travels.

**Obtain doctor’s letter if prescription is restricted in foreign countries.

CONTACT INFORMATION

For travel related issues:
Office of Global Business Director, Joyce Steffan, steffan.10@osu.edu

For project related issues until a faculty advisor is appointed:
FT MBA Faculty Co-Director, Dr. Roger Bailey, bailey.1117@osu.edu
FT MBA Faculty Co-Director, Dr. Keely Croxton, croxton.4@osu.edu

Associate Dean, Graduate Students and Programs, Dr. Walter Zinn, zinn.13@osu.edu