1. Course Overview

1.1 Description from Course Catalog

MET AD 642S A2 Project Management

This survey course provides an integrative approach to project management focusing on the skills that are fundamental to successful completion of projects. The course covers the project management life cycle, project selection and alignment with organizational strategy, project definition, risk analysis, work breakdown structure, activity scheduling, and resolving scheduling conflicts. The course examines the concepts and applied techniques for cost effective management of both long-term development and short term projects. The content covers planning, scheduling, organizing, and controlling projects, for example, product development, construction, information systems, new businesses, and special events. Project management principles and methodology are provided as they apply to projects, with special focus on leadership, teaming, and coordinating individual and group efforts. MS Project will be introduced in this course to provide hands-on practical skills with the above topics. Mastery of key tools and concepts introduced in this course could give you a significant competitive advantage in the marketplace.
1.2 Introduction

Project management is becoming very important in today's world. This introductory course examines the concepts and applied techniques for cost effective management of both long-term development programs and short-term projects. The content deals with planning, scheduling, organizing, and controlling projects.

Project management principles and methodology are provided with special focus on planning, controlling, and managing projects to successful completion. Course study covers the relation between an organization’s strategy and project selection, developing the project plan, the network schedule and critical path, the earned value method for estimating status, and scheduling resources.

The course is organized to address project management tasks in the order they arise during the term of a typical project (project initiation, development of a project plan, selecting the project manager, etc.). Additional objectives include examining the effects of management style on the success of a project. Case studies will be used to blend course work into practical project management situations. Use of Microsoft Project 2010 will be required.

1.3 Prerequisites
a) Courses: NA

b) Student Competencies:
   Independent Research (APA Paper Format)
   Facility with:
   MS Word
   MS Excel
   MS PowerPoint
   MS Project 2010 (may be obtained during the class)

2. Basic Information

2.1 Schedule
   Classroom: CAS 322
   Dates and Times: Monday and Wednesday 12:30 – 4:00 pm

2.2 Delivery Mode

   a) Classroom Format
   The classroom format is designed to provide the advantages of personal instruction and synchronous interaction with faculty and students. The class will meet in the CAS-322 classroom, which is outfitted with the latest instructional technology.
Gerard Keegan is Faculty and Director of Academic Programs in the Administrative Sciences Department at Metropolitan College. He has earned an MS Computer Science degree from Boston University, an MBA from Bentley University, and is a certified Project Management Professional (PMP).

Mr. Keegan teaches Project Management and Project Communications courses, both online and in the classroom. He has also taught courses in MET's Science and Engineering (SEP) program (Engineering Computation Using MATLAB), MET's Computer Science program (IT Project Management, Intro to CS using C++), MET's Accelerated Degree Completion Program (ADCP) (Business Strategy Seminar, Principles of Marketing) and MET's Administrative Science's graduate program (Business and Society, International Marketing).

In addition to his faculty assignments, Mr. Keegan directs academic programs for the university. At Hanscom AFB the university offers graduate degrees and certificates in Project Management, Leadership, and Computer Information Systems to the military and DoD employees. The Accelerated Degree Completion Program (ADCP) is a cohort-based program offered in Boston designed for working adults to complete their undergraduate degree.

Mr. Keegan has experience in project management, software development, computer operations, technical support, systems planning and testing, database and data communications, and strategic planning. He has received his Project Management Professional (PMP) certification from the Project Management Institute. He has over twenty years of business experience in industries such as telecommunications, financial services, insurance services, and higher education.

His interests include college football, playing cards, reading and movies.

Contact:  
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(617) 358 – 3095

Office:  
Room 219, 808 Commonwealth Ave

Hours:  
http://people.bu.edu/gkeegan
After class or by appointment.
2.4 Other Information

a) Getting Started, or What Should I Do First?

Students should focus on keeping up with assigned readings and cases and make every effort to be in class fully prepared to participate and contribute.

b) General Guidance

Refer to the course blackboard site (http://learn.bu.edu) for class presentation materials, external links, and assignment information.

3. Text & Materials

3.1 Required Texts (2)

1) “Project Management, the Managerial Process”

Fifth Edition
by Erik W. Larson and Clifford F. Gray
Publisher: McGraw-Hill Irwin
Copyright Year: 2011
Pages: 671

Please bring your textbook to class with you. There are exercises in Gray & Larson that we will be reviewing.

2) “Microsoft Project 2010 Step-by-Step”

by Carl Chatfield and Timothy Johnson
Publisher: Microsoft Press
Copyright Year: 2010

This book includes practice files that should be downloaded from (see page xxvii):
http://examples.oreilly.com/9780735626959-files/
These practice files are Windows only. This workbook, and Microsoft Project 2010, is not compatible with native Mac. Students will be expected to complete Chapters in the workbook outside of class. Two assignments will be distributed that require use of the Step-by-Step workbook.

3.2 Other Required Materials

a) Microsoft Project 2010 software is required to run the Step-by-Step. The earlier Microsoft Project versions will not work. A full version of the software will be supplied from Boston University’s: 

![MET @ Boston University](msdn.png)

This software does not run on a Mac.

b) MS Word, MS Excel and MS Power Point
These products will be used throughout the course and students are required to use them. Alternatives such as OpenOffice are acceptable, but the student bears the responsibility for completing the work.

3.3 Blackboard Learn (9.1)
This course will use the Blackboard Learn (9.1) site. Students are required to have a BU ID and password to log in. If you do not have a BU ID yet, note that this takes some time so be sure to start this process well before class starts. The site is:

http://learn.bu.edu
4. **Course Learning Objectives**

4.1 **Course Goals and Objectives**
This course provides you an integrated introduction to project management. By “integrated” is meant that you will learn all of the fundamental aspects of modern project management, both managerial and technical. You will also become familiar with project management tools, such as MS Project 2010. Finally, in discussions you will learn about and how to apply the skills required of a project manager.

This course will:
- Provide experience in using the concepts, techniques, and tools available to project managers for organizing, planning, and controlling projects.
- Help you develop an appreciation for the managerial, cultural, and social aspects of project management.
- Raise awareness of the importance of the organization’s strategy during project selection.
- Provide an understanding of the critical role of work breakdown structures and networks in planning, scheduling, and estimating the status of projects.
- Create an awareness of potential conflicts and scheduling problems that occur on projects.
- Demonstrate how to reliably estimate the status of projects.
- Expose you to MS Project 2010, and demonstrate its usefulness for planning and scheduling projects.

In pursuing these objectives, the course will:
- Use the textbook and cases
- Combine theory and practice
- Combine the strategic with the tactical
- Use relevant concepts to analyze and assess complex project management situations

4.2 **Course Learning Objectives**
After successfully completing this course, you will be able to:
- Explain why project management is crucial in today's world.
- Explain the importance of projects in implementing organization strategy.
- Explain what a project is and how projects are initiated.
- Develop network diagrams and estimate project costs and schedules.
- Determine the true status of ongoing projects.

4.3 **Course Expectations and Delivery Mode**
The course will be conducted by means of a sequence of lectures and classroom discussions. There will be at least one lecture each class. Each class we will cover at least one core Project Management concept.
## Schedule

### a) Class Schedule

### AD642S A2 Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Pre-Class Assignment</th>
</tr>
</thead>
</table>
| May 24     | Course Introduction  
Project Management Overview  
Lecture - Chapter 1  
“A Day in the Life” case discussion  
Lecture – Chapter 2  
NPV video & exercise  
“Film Prioritization” case exercise | Read Gray & Larson (G&L) Chapters 1 and 2 (all)  
Prepare to discuss “A Day in the Life” case (pp. 19-21)  
Prepare to participate in the “Film Prioritization” case exercise (p. 56)  
Install MS Project software and files  
Complete Chapter 1 exercise in MS Project Step-by-Step (SXS) |
| May 29     | Lecture - Chapter 3  
“Moss and McAdams” case discussion  
Lecture – Chapter 4 | Read G&L Chapters 3 and 4 (all)  
Prepare to discuss “Moss and McAdams” case (pp.92-94) |
| May 31     | Lecture - Chapter 5  
“Sharp Printing AG” case discussion  
Lecture – Chapter 6  
FP/BP/SL video & exercise | Read G&L Chapters 5 and 6 (all)  
Prepare to discuss “Sharp Printing AG” case (pp. 149-151) |
| June 3     | Lecture - Chapter 7  
“The Accidental Project Manager” exercise  
“Manchester United Soccer Team” exercise discussion  
“Greendale Stadium” case discussion | Read G&L Chapter 7(all)  
Prepare to discuss “Manchester United Soccer Team” exercise (#3 p. 235)  
Prepare to discuss “Greendale Stadium” case (p. 198) |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Pre-Class Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 5</td>
<td>• Lecture – Chapter 8</td>
<td>• Read G&amp;L Chapter 8(all)</td>
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<tr>
<td>(Class 5)</td>
<td>• “Power Train Limited” case discussion</td>
<td>• Prepare to discuss “Power Train Ltd” case (pp. 293-295)</td>
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<tr>
<td>June 10</td>
<td>• Mid-Term exam (2 hours)</td>
<td>• Reference study guide in preparing for the mid-term exam</td>
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<tr>
<td>(Class 6)</td>
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<tr>
<td>June 12</td>
<td>• Lecture - Chapter 9</td>
<td>• Read G&amp;L Chapter 9 and 10</td>
</tr>
<tr>
<td>(Class 7)</td>
<td>• Lecture – Chapter 10</td>
<td>• Prepare to discuss “Western Oceanography” case (pp. 366 - 370).</td>
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<tr>
<td></td>
<td>• “Western Oceanography” case discussion</td>
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<tr>
<td>June 17</td>
<td>• Lecture - Chapter 11</td>
<td>• Read G&amp;L Chapters 11 and 12</td>
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<tr>
<td>(Class 8)</td>
<td>• “Kerzner” case discussion</td>
<td>• Prepare to discuss “Kerzner Office Equipment” case (pp 409 – 411)</td>
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<tr>
<td></td>
<td>• Lecture – Chapter 12</td>
<td>• Prepare to discuss “Buxton Hall” case (pp. 442-445)</td>
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<td>• “Buxton Hall case discussion”</td>
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<tr>
<td>June 19</td>
<td>• Lecture - Chapter 13</td>
<td>• Read G&amp;L Chapter 13 and 17</td>
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<tr>
<td>(Class 9)</td>
<td>• Project status report exercise</td>
<td>• Prepare to discuss “Introducing Scrum at P2P” case (pp. 598-601)</td>
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<td></td>
<td>• Lecture – Chapter 17</td>
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<td></td>
<td>• “Introducing Scrum” case discussion</td>
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<tr>
<td>June 24</td>
<td>• Lecture - Chapter 14</td>
<td>• Read G&amp;L Chapter 14</td>
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<tr>
<td>(Class 10)</td>
<td>• “Maximum Megahertz” case discussion</td>
<td>• Prepare to discuss “Maximum Megahertz Project” case (p. 530)</td>
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<tr>
<td>June 26</td>
<td>• Final Exam (2 hours)</td>
<td>• Reference study guide in preparing for the final exam</td>
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<tr>
<td>(Class 11)</td>
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4.5 Assignments

a) Team Project

The objective of the Team Project is for the student, working in a group, to create a project plan using the course concepts and MS Project 2010. Each 5-member team is responsible for submitting a single paper based on a project of their choosing.

b) Software Assignments

Two software assignments relating to Microsoft Project 2010 will be required for out of class completion. Each student will be required to hand-in their own work, printed from Microsoft Project 2010 software.

Full license copies of MS Project 2010 will be provided to each student for a no-cost, one-time download. You must have a bu email address to receive the free software. Demo versions will not satisfy course assignments.
AD642S A2 Homework Assignment Schedule

‘*’ for in-class preparation only (not to be turned in)

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>May 24</td>
<td>• A Day in the Life case (p. 19)*</td>
</tr>
<tr>
<td>(Class 1)</td>
<td>• Film Prioritization case (p. 56)*</td>
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<td></td>
<td>• Install MS Project software and files*</td>
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<td></td>
<td>• Complete Chapter 1 exercise in MS Project Step-by-Step (SXS)*</td>
</tr>
<tr>
<td>May 29</td>
<td>• Moss and McAdams case (p. 92)*</td>
</tr>
<tr>
<td>(Class 2)</td>
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<tr>
<td>May 31</td>
<td>• Team Project - Team Member Selection (via email)</td>
</tr>
<tr>
<td>(Class 3)</td>
<td>• Sharp Printing AG case (p. 149)*</td>
</tr>
<tr>
<td>June 3</td>
<td>• Team Project - Topic Selection (use Charter form)</td>
</tr>
<tr>
<td>(Class 4)</td>
<td>• Manchester United exercise (#3 p. 235)*</td>
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<td></td>
<td>• Greendale Stadium case (p. 198)</td>
</tr>
<tr>
<td>June 5</td>
<td>• Power Train Limited case (p. 293)*</td>
</tr>
<tr>
<td>(Class 5)</td>
<td>• Software Assignment #1</td>
</tr>
<tr>
<td>June 10</td>
<td>• Mid-Term exam, in class, closed book.</td>
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<tr>
<td>(Class 6)</td>
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<tr>
<td>June 12</td>
<td>• Western Oceanography case (p. 366)*</td>
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<td>(Class 7)</td>
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<td>June 17</td>
<td>• Kerzner Office Equipment case (page 530)*</td>
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<td>(Class 8)</td>
<td>• Buxton Hall Case (p. 442)*</td>
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<tr>
<td>June 19</td>
<td>• Introducing Scrum at P2P case (p. 598)*</td>
</tr>
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<td>(Class 9)</td>
<td>• Software Assignment #2</td>
</tr>
<tr>
<td>June 24</td>
<td>• Maximum Megahertz Project case (page 530)*</td>
</tr>
<tr>
<td>(Class 10)</td>
<td></td>
</tr>
<tr>
<td>June 26</td>
<td>• Final exam, in class, closed book</td>
</tr>
<tr>
<td>(Class 11)</td>
<td>• Team Project due</td>
</tr>
</tbody>
</table>
4.6 **Course Grading**

Grade ranges are as follows:

- **A** 94 - 100%
- **A-** 90 - 93%
- **B+** 87 - 89%
- **B** 84 - 86%
- **B-** 80 - 83%
- **C+** 77 - 79%
- **C** 74 - 76%
- **C-** 70 - 73%
- **D** 60 - 69%
- **F** < 60%

4.6.1 **Participation:** 10%

You are expected to attend all classes. Participation has two forms: the first is attending class, and the second is contributing in class. Class participation is assessed for each class, so be prepared. High-quality participation includes substantive contribution to case discussions, insights into topics we are discussing, questions regarding relevant topics, and critical interactions with others in the class.

You need to come to class prepared. This means you should read the assigned chapters and readings, and prepare for any assigned cases or class discussions. The schedule shows what we will cover.

Most classes have an assigned case. They are usually concise, and are concerned with the topic of the day. Minimal preparation means reading the case, being prepared to summarize what it is about, what the issue is, knowing what you would recommend to resolve the issue, and answering the questions at the end of the case.

4.6.2 **Software Assignment:** 10% (2 at 5% each)

Students will complete 2 software assignments from specific chapters in the MS Project 2010 Step by Step text. Each assignment is to be printed in the requested format and handed in at the beginning of class on the assigned date. [see the Blackboard site’s Assignment tab for more specific information]

4.6.3 **Midterm Exam:** 25%
Exam 1 will be a closed book exam containing a combination of essay, multiple choice, true-false and short fill-in questions. Students will have up to 2 hours to complete the exam, and may use the remainder of class time to work with their project team.

4.6.4 Final Exam: 25%

Exam 2 will be a closed book exam containing a combination of essay, multiple choice, true-false and short fill-in questions. Students will have up to 2 hours to complete the exam, and may use the remainder of class time to work with their project team.

4.6.5 Project (Team): 30%

The objective of the Team Project is for the student, working in a group, to create a project plan using the course concepts, textbook form examples, and MS Project 2010. Each 5-member team is responsible for submitting a single paper based on a project of their choosing. [see the Blackboard site’s Assignment tab for more specific information]

4.7 Homework, Exams and Discussions
As described above

Assignments are due as noted on the attached class schedule. Assignments listed with an ‘*’ are to be completed for in class discussion only. All Term and Software assignments are to be handed in on the date indicated. No email submission.

Late assignments will be penalized. Please keep within stated page limits.
Policies

5. Requirements, Policies and Standards

5.1 Attendance
Attendance at all classes is expected. Attendance will be taken in each class. In accordance with the department policy, any student missing more than 2 classes will be considered to have withdrawn. Students are expected to arrive on time.

5.2 Homework
Homework will be assigned per the schedule. Some assignments will be graded. Proper attribution is required for sources.

5.2.1 Timely Presentation of Materials Due
All assignments (papers, homework, etc.) have due dates. These are the LAST DATES that stated material is due. I maintain the right to refuse, or downgrade, any materials presented after due dates. This is not a subject for discussion.

Student should organize their time and work so as to turn in the assignment before the due date. To be absolutely clear, this means that the work will be accepted anytime up to that date but not after. Students should develop a schedule so that the work is built around their personal needs and obligations. Students should allow for contingencies and plan to hand in their work well before the last minute. That way, should some unforeseen problem arise, the timely presentation of work is not in jeopardy.

5.2.2 Discussion Expectations (Cases)
Please remember that discussion cases are a regular event. You should not consider yourself having participated in the discussions by merely showing up and listening. You should be reading all of the material, doing your research and participating in class appropriately. Each student should be prepared to discuss the assigned topic in class.

5.2.3 Student Preparation

Minimal preparation is reading the material, and being able to summarize what it is about, what the major issues are, and some recommendations.

Superior preparation involves being able to (i) summarize the situation or problem presented by the case; (ii) recommend a solution to the discussed problem; (iii) support your recommendation with data, relevant details, and analyses; and (iv) discuss innovative solutions, or why obvious solutions might be discounted.

5.2.4 Team Assignments (Project)
You will be required to work in a team for the semester long Project. It is your responsibility to act as a productive team member and contribute an even share of the work. At the conclusion of
the Project, an individual team survey may be collected from each team member asking for the ‘% contribution’ from each team member. This feedback would influence your Project grade.

5.3 Grading Policy
Grade inflation is not in the best interests of BU students or the reputation of the institution. I have a responsibility to differentiate the performance of my students, and to reward with high grades only those who do exceptionally well. A Grade of ‘A’ or ‘A minus’ will be limited only to those students truly distinguishing themselves in the course.

The Academic Policy Committee of Metropolitan College recommends the following guidelines for distinguishing grades.

- A, A-: 20%
- B+, B, B-: 80%
- Other: As merited

Excellent, research quality work will be rewarded with an ‘A’. An ‘A’ grade requires research quality excellence in all aspects of the course: homework, discussions, project, and exams. Grades do not follow a prescribed curve.

This is a Boston University course; that means something. One thing it means is that we recognize and reward excellence. Excellence is uncommon, even rare. Your grade, then, will reflect the standards of excellence set by Boston University, in which only truly distinguished work will receive the highest grade.

5.3.1 Requests For Extensions
The general position is that make up extensions are not given. There is no guarantee that a make up will be permitted, and any request needs to be in writing and a written verification of the incident will be expected. Sometimes, unfortunate situations occur that make fulfilling requirements impossible and, as such, requests for extensions will be evaluated on a case-by-case basis.

This is not to penalize any individual student but to attempt to assure that there is a level playing field and the total class feels confident that no one has a unique advantage.

If, for any reason, you are unable to meet any assignment deadline, a student should contact the instructor immediately, and preferably in advance. All assignments must be completed.

5.3.2 Off-Syllabus Work
Students will not be allowed to submit work for consideration that is beyond that defined in the syllabus.
6. Academic Conduct Policy

The academic conduct policy is summarized below. For the full text of the academic conduct code, please go to:

http://www.bu.edu/met/metropolitan_college_people/student/resources/conduct/code.html

Any Plagiarism will be reported to the Dean and dealt with according to the Academic Conduct Code of Metropolitan College.

Boston University makes available to all faculty the plagiarism tool “Turn It In.com.” The site contains millions of papers from around the world. When a paper is submitted to TurnItIn.com, it is analyzed and compared to other work. TurnItIn.com reports if any parts of the paper are copied from other sources without proper attribution. Specifically, TurnItIn.com will detect plagiarism.

6.1 A Definition of Plagiarism

“The academic counterpart of the bank embezzler and of the manufacturer who mislabels products is the plagiarist: the student or scholar who leads readers to believe that what they are reading is the original work of the writer when it is not. If it could be assumed that the distinction between plagiarism and honest use of sources is perfectly clear in everyone’s mind, there would be no need for the explanation that follows; merely the warning with which this definition concludes would be enough. But it is apparent that sometimes people of goodwill draw the suspicion of guilt upon themselves (and, indeed, are guilty) simply because they are not aware of the illegitimacy of certain kinds of "borrowing" and of the procedures for correct identification of materials other than those gained through independent research and reflection."

"The spectrum is a wide one. At one end there is a word-for-word copying of another's writing without enclosing the copied passage in quotation marks and identifying it in a footnote, both of which are necessary. (This includes, of course, the copying of all or any part of another student's paper.) It hardly seems possible that anyone of college age or more could do that without clear intent to deceive. At the other end there is the almost casual slipping in of a particularly apt term which one has come across in reading and which so aptly expresses one's opinion that one is tempted to make it personal property."

“Between these poles there are degrees and degrees, but they may be roughly placed in two groups. Close to outright and blatant deceit—but more the result, perhaps, of laziness than of bad intent—is the patching together of random jottings made in the course of reading, generally without careful identification of their source, and then woven into the text, so that the result is a mosaic of other people's ideas and words, the writer's sole contribution being the cement to hold the pieces together. Indicative of more effort and, for that reason, somewhat closer to honest, though still dishonest, is the paraphrase, and abbreviated (and often skillfully prepared) restatement of someone else's analysis or conclusion, without acknowledgment that another person's text has been the basis for the recapitulation."

6.2 Academic Conduct Code

I. Philosophy of Discipline
The objective of Metropolitan College in enforcing academic rules is to promote the kind of community atmosphere in which learning can best take place. This atmosphere can be maintained only so long as every student believes that his or her academic competence is being judged fairly and that he or she will not be put at a disadvantage because of the dishonesty of someone else. Penalties imposed should be carefully determined so as to be no more or no less than required to maintain the desired atmosphere. In defining violation of this code the intent is to protect the integrity of the educational process.

II. Academic Misconduct
Academic misconduct is conduct by which a student misrepresents his or her academic accomplishments or impedes other students' chances of being judged fairly for their academic work. Knowingly allowing others to represent your work as theirs is as serious an offense as submitting another's work as your own.

III. Violations of this Code
Violations of this code are acts that constitute an attempt to be dishonest or deceptive in the performance of academic work in or out of the classroom. To alter academic records, or to collaborate with another student or students in an act of academic misconduct. Violations include but are not limited to:

A. Cheating on examinations. Any attempt by a student to alter his or her performance on an examination in violation of that examination's stated or commonly understood ground rules.

B. Plagiarism. Any attempt by a student to represent the work of another as his or her own. Plagiarism includes each of the following: copying the answers of another student on an examination, copying or substantially restating the work of another person or persons in any oral or written work without citing the appropriate source, and collaboration with someone else in an academic endeavor without acknowledging his or her contribution (see below for a more detailed definition of plagiarism).

C. Misrepresentation or falsification of data presented for surveys, experiments, etc.

D. Theft of an examination. Stealing or otherwise discovering and/or making known to others the contents of an examination that has not yet been administered.

E. Unauthorized conversation is not allowed during examinations. Any unauthorized conversation may be considered prima facie evidence of cheating.

F. Knowingly allowing another student to represent your work as his or her own.

G. Forgery, alteration, or knowing misuse of graded examinations, grade lists, or official University records or documents, including but not limited to transcripts, letters of recommendation, degree certificates, alteration of examinations or other work after submission.

H. Theft or destruction of examinations or papers after submission including purposefully altering possible poor performance.
I. Submitting the same work in more than one course without the consent of the instructors involved.

J. Altering or destroying another student's work or records, altering records of any kind, removing materials from libraries or offices without consent, or in any way interfering with the work of others so as to impede their academic performance.

K. Failure to comply with the sanctions imposed under the authority of this code.