Syllabus

This is a long, concatenated file, suitable for printing or saving as a PDF for offline viewing. Please note that some animations or images may not read well.

Course Description

This Institute is also available as a concatenated page, suitable for printing or saving as a PDF for offline viewing.

MIT CRES2
IT Project Management

This course provides students with a comprehensive overview of the principles, processes, execution domain, and management practices of information technology (IT) project management. Students will learn the skills of controlling software projects with a focus on understanding the priorities, adaptive, and hybrid approaches to delivery solutions. Adaptive approaches introduced include Scrum, XP, Kanban software user estimation, and risk management practices. Hybrid approaches include the Rational Unified Process and Agile Modeling. Students will learn how to develop project and product solutions that are partitioned across various industry sectors and suitable for the current era of Artificial Intelligence.

Note:
- This course fulfills a single unit in the BU Hub area: Teamwork/Collaboration.
- This course fulfills two requirements to qualify for the PMI's CAPM® and PMP® certifications.

Technical Note
The table of contents expands and contracts (+/- sign) and may conceal some pages. To avoid missing current pages, you are advised to use the next/previous page icons in the top right corner of the learning modules.

Course Learning Objectives

Upon successful completion of this course, you will be able to:

- Analyze project management core concepts aligned with global standards.
- Establish project processes and project execution domains.
- Demonstrate predictive plan-based methodologies and know their strengths and weaknesses.
- Demonstrate adaptive approaches and know their strengths and weaknesses, and when to use them.
- Describe the Scrum framework and its specific practices in developing software solutions that address specific stakeholder objectives.
- Implement an innovative software solution that leverages generative AI.
- Demonstrate knowledge of the Rational Unified Process and Agile Modeling as concurrent project solutions.
- Master process improvement with project management maturity models and organizational assessments.
- Plan, organize and control live projects and working successfully in a team setting.
- Demonstrate communication, teamwork, negotiation, stakeholder engagement, and conflict management.

Learning Outcomes

This course aligns with the IT project management PMI Certifications, PRI CSI IT program goals and with the PMI EAC goals.

- Be proficient in developing an appropriate project management life cycle and planning, organizing, and controlling projects, alignment: Kuz
- Demonstrate knowledge of essential PM tools and software techniques, including security management, testing, agile PM, project communications, risk analysis, cost estimation, and budgeting, Alignment: Substantial
- Demonstrate competencies in architect, design, and implement software systems, Alignment: Substantial

Note
If you plan to become a certified Project Management Professional (PMP) or are already PMP certified, and course credits towards PMP educational requirements. Your team project also counts towards experience.

Instructor

Dr. Vijay Kanabar
Computer Science Department
Metropolitan College
Boston University

Office Hours: Email me to arrange a time to meet online. I will also be happy to meet with you if you are in the Boston area.

Office Phone: 617-358-0802

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Dr. Vijay Kanabar is a professor at Boston University and has been consulting and teaching in the applied areas of IT and project management for over 30 years. His last book was the 2nd edition of The Project Kickstart: Introducing Software Project Management (2021). Recent roles include PMO and Agile Director for Fidelity Investments (Wellington Mt), he also published two Project Management books one on risk management (Copeland) and the other on Project Management Maturity (Wiley). Previously he was a Senior Consultant with Coopers & Lybrand (now PwC) where he led several business examples for a major telecommunications company and a major pharmaceutical company. Dr. Kanabar holds graduate degrees in Computer Science from Florida Tech and a PhD in Information Systems from University of Manitoba and is a certified Project Management Professional (PMP) and has a Certified Scrum Master (CSM).

Course Materials

Required Book

Kanabar, V., Thomas, A., & Lechler, T. (2021). Certified Associate in Project Management (CAPM®) and Project Management Institute (PMI®) (Second edition).
Publisher: Pearson IT Certification
ISBN-13: 978-0137539096

This book can be purchased from Barnes & Noble at Boston University.

Recommended Books

Goldratt, E., & Mosley, J. (2002) The 4d Revolution in Project Management: Elevating Productivity with Dimension 4d, 1st ed
Publisher: Gentry Publishing
ISBN-13: 978-0-9653287-0

This book can be purchased from Barnes & Noble at Boston University.

Snaps, J., Dorothy, J., & Keech, S. (2016). Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days
Publisher: Simon & Schuster
ISBN-13: 978-1501121746

This book can be purchased from Barnes & Noble at Boston University.

Project Management Institute (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition and The Agile Practice Guide. Project Management Institute
Publisher: Project Management Institute
ISBN-13: 978-1628256662

This book can be purchased from Barnes & Noble at Boston University.
Or a book is available for free to PMI members via the PMI website.

Project Management Institute (2017). Agile Practice Guide.
Publisher: Project Management Institute
ISBN-13: 978-1628251999

This book can be purchased from Barnes & Noble at Boston University.
Or a book is available for free to PMI members via the PMI website.

Software

Students will be provided with free full licenses of MS Project or Project Plan 365. They will also use free versions of Atlassian Jira and Trello.

See the video below for more information on creating software for this course.

You may also find the information in the Installing Supporting Software useful.

Live Classroom Discussions and Archives

The professor will be conducting synchronous live Classroom discussions that will announced during the course. These sessions will be scheduled for Wednesday evenings. Participation is not mandatory, and recordings will be available to you and the entire class.

Boston University Library Information

Boston University has created a set of videos to help orient you to the online resources at your disposal. An introduction to the online Library.

net_ada_library_v3_apr_20_mins video cannot be displayed here. Videos cannot be played from Printable columns. Please view media in the module.

All of the videos in the series are available on the Online Library Resources page, which is also accessible from the Campus Bookmarks section of your Blackboard. Your Research Librarian is also mentioned in the last video.

As Boston University students, you have full access to the Library. Even very young campuses, you can gain access to anything at the library that is electronically available to students at other universities. Start at the Library Home page, or use the Ask a Librarian. The web site library's content whether you are connected through your online course or not, by confirming your status as a BU community member using their credentials.

Check in the library system, you can use the tabs under "Resources" and "Collections" to find databases, eLoanoles, and eBooks, as well as search the library by topic. Also, check out the Research Guides.

Go to Collections to access eBooks and eLoanoles directly.

If you have questions about library resources, go to Ask a Librarian. Help & FAQs to email the library or use the live chat feature.

To locate course reserves, go to Reserves.

Please note that you are not to post attachments of the required or other readings in the water cooler or other areas of the course, as it is an infringement on copyright and intellectual property laws. All students have access to the library system and will need to develop research skills that include how to find articles through library systems and databases.

Free Tutoring Service

Free online tutoring services by Tutor.com are available to BU online students for the duration of their eligible online course. Tutor.com is a leader service that provides students with 24/7 live assistance in the following areas: Math, Science, Accounting, Tutorials for writing, math, business, coding languages, and other subjects. Students can submit a question to a tutor, submit a paper for review, or access a library of tutorials, practice exams, and other resources.

You can log in directly to Tutor.com from Blackboard Online Course Materials. Simply navigate to the left-hand course menu in your online course. BU activity is the Tutor.com tutorials recorded for learner review and quality control. Transcripts will be periodically alternated in the Tutor.com Tutorial Archive account.

Please Note
Tutor.com services may be used only for current Boston University online courses and course services. Use of this service for purposes other than current coursework or career services may result in deactivation of your Tutor.com account.

Study Guide

This course starts on **Tuesday**. The modules in this course run from **Tuesday to Monday**.

Module 1 Study Guide and Deliverables

(Week 1 – Sept 9)

Module Theme:	• Introduction to Project Management • Lecture 1: Project Management Foundations • Lecture 2: Project Life Cycles and Process Groups
Readings:	• Module 1 online lecture • Textbook, CPMBK Part 1 & Part 2
Discussions:	Module 1 postings and **Tuesday, September 16 at 6:00 AM ET**
Self Assessment:	Complete Quiz 1 by **Tuesday, September 16 at 6:00 AM ET**
Assignments:	Module 1 - Individual Assignment 1 – Project Experience Questionnaire (not graded) and Module 1 - Individual Assignment 2 – Project Management Terms and concepts (not graded), **Tuesday, September 16 at 6:00 AM ET** Module 1 - Individual Assignment 3 – Project Charter due **Tuesday, September 16 at 6:00 AM ET**
Group Project:	There is no group assignment this week.
Live Classroom:	• **Thursday, September 8, 5:15 - 10:15 PM ET** • Live Office: **Saturday, September 11, 11:30 AM - 12:30 PM ET**

Module 2 Study Guide and Deliverables

(Week 2 – Sept 16)

Module Theme:	• Development Approach and Project Performance Domains • Tailoring development approaches • Lecture 3: Project Specifications
Readings:	• Module 2 online lecture • Textbook, CPMBK Parts 3 and 4 (Ch. 5, 7)
Discussions:	There is no discussion topic this week.
Self Assessment:	Complete Quiz 2 by **Tuesday, September 17 at 6:00 AM ET**
Assignments:	Module 2 - Individual Assignment 1 – PM Project Job Aids **Tuesday, September 17 at 6:00 AM ET**
Group Project:	Module 2 - Group Assignment 1 - Scope Statement due **Tuesday, September 17 at 6:00 AM ET**
Live Classroom:	• **Thursday, September 15, 5:15 - 10:15 PM ET** • Live Office: **Saturday, September 18, 11:30 AM - 12:30 PM ET**

Module 3 Study Guide and Deliverables

(Week 3 – Sept 23)

Module Theme:	• Planning Domain • Lecture 4: Waterfall Planning • Lecture 5: Distributed Project Plans
Readings:	• Module 3 online lecture • Textbook, Kanabar et al. (2021), Ch. 4, 5
Discussions:	Module 3 postings and **Tuesday, September 23 at 6:00 AM ET**
Self Assessment:	There is no self assessment this week.
Assignments:	There is no individual assignment this module.
Group Project:	Module 3 Group Assignment - Project Milestone 1 - Scope Statement due **Tuesday, September 23 at 6:00 AM ET**
Live Classroom:	• **Thursday, September 22, 5:15 - 10:15 PM ET** • Live Office: **Saturday, September 25, 11:30 AM - 12:30 PM ET**

Module 4 Study Guide and Deliverables

(Week 4 – Sept 30)

Module Theme:	• Adaptive Approaches and Planning and Delivery of Work with Agile • Lecture 6: Adaptive Approaches • Lecture 7: Planning and Delivery of Work with Agile
Readings:	• Module 4 online lecture • Textbook, Kanabar et al. (2021), Ch. 6, 7
Discussions:	There is no discussion topic this week.
Self Assessment:	Complete Quiz 3 by **Tuesday, October 1 at 6:00 AM ET**
Assignments:	There is no individual assignment this week.
Group Project:	Module 4 Group Assignment - PM Team Presentation due **Tuesday, October 1 at 6:00 AM ET**
Live Classroom:	Module 4 Group Assignment - Oral Presentation due **Tuesday, October 1 at 6:00 AM ET** • **Thursday, September 29, 5:15 - 10:15 PM ET** • Live Office: **Saturday, September 28, 11:30 AM - 12:30 PM ET**

Module 5 Study Guide and Deliverables

(Week 5 – Oct 7)

Module Theme:	• Adaptive Approaches to Monitoring and Reporting and Agile Implementation with AI • Lecture 8: Adaptive Approaches to Monitoring and Reporting • Lecture 9: Agile Implementation with AI
Readings:	• Module 5 online lecture • Textbook, Kanabar et al. (2021), Ch. 8, 9
Discussions:	There is no discussion topic this week.
Self Assessment:	Complete Quiz 4 by **Tuesday, October 8 at 6:00 AM ET**
Assignments:	There is no individual assignment this week.
Group Project:	Module 5 Group Assignment - Project Milestone 2 due **Tuesday, October 8 at 6:00 AM ET**
Live Classroom:	• **Thursday, October 6, 5:15 - 10:15 PM ET** • Live Office: **Saturday, October 9, 11:30 AM - 12:30 PM ET**

Module 6 Study Guide and Deliverables

(Week 6 – Oct 14)

Module Theme:	• Frameworks for Tailoring Agile and Business Analysis • Lecture 10: Frameworks for Agile • Lecture 11: Business Analysis
Readings:	• Module 6 online lecture • Textbook, Kanabar et al. (2021), Ch. 10-11, Ch. 3
Course Evaluation:	Please complete the course evaluation when you receive an email or Blackboard notification indicating the evaluation is open. Your feedback is important to us and we will make improvements to the program and the course for future students.
Discussions:	There is no discussion topic this week.
Self Assessment:	There is no self assessment this week.
Assignments:	Module 6 Individual Assignment – Peer Evaluation due **Tuesday, October 15 at 6:00 AM ET**
Group Project:	Module 6 Group Assignment – Final Deliverable due **Tuesday, October 15 at 6:00 AM ET**
Live Classroom:	• **Thursday, October 13, 5:15 - 10:15 PM ET** • Live Office: **Saturday, October 16, 11:30 AM - 12:30 PM ET**

Final Exam Details:
The Final Exam is scheduled exam available from **Wednesday, October 16 at 6:00 AM ET to Saturday, October 19 at 11:59 PM ET**. The Computer Science department requires that all final exams be proctored using the Respondus Lockdown Browser and Monitor software, which is available in Blackboard. In order to take the exam, you are required to have a working webcam and computer that meets the proctoring service system requirements. A detailed list of these requirements can be found on the Hub in the technical specifications information regarding your proctored exam and Softwarefox from the Bastemond Administration. You will be responsible for scheduling your own proctored exam using Softwarefox.

The Final Exam will be **closed-book/closed-notes**. Preparation for it is acceptable only during the final week period. You can access it from the Assessments section of the course. Your proctor will enter the password to start the exam. You can take this exam only once.

Final Exam Duration: **Two hours** (There is a clock in the upper right corner of the screen keeping time for the exam).

Course Grading Information

Please check the **Study Guide** in the syllabus for Live Classroom dates and specific due dates for assignments and assessments.

The course will be conducted by means of a sequence of online lectures in text and graphic forms. Each module will cover one or more project management topics and at least one lab conducted/homework, along with a short quiz based on the topics covered in the module. Students will be required to submit a project plan for a software project. The project plan will be used to demonstrate their understanding of project management through three assignments. In the final module of the course there is a proctored comprehensive final exam.

Grading Policy

All assignments will be expected to demonstrate knowledge of IT Project Management and relevant techniques. To obtain an exceptional grade you have to exceed expectations in your projects, assignments, and discussion topics.

Grading Structure and Distribution

The grade for the course is determined by the following:

Grade Distribution	
Discussions (7 tasks x 7%)	49%
Weekly Quizzes (4 at-risk x 2%)	8%
Individual Exercises • Project Charter (2%) • PM Project Job (2%) • PM Team Presentation (3%)	7%
Group Project: • Milestone 1 (10%) • Milestone 2 (20%)	30%
Group Final Presentation	10%
Engagement (in class & forums)	5%
Final Exam (proctored) Total: 100%	20%

The following grade structure will be applied for your assignments:

A	93
A-	90
B+	87
B	83
B-	80
C+	77
C	73
C-	70
D	60
F	0

Grades will be curved to maintain academic standards at Boston University.

General Policies Regarding Graded Material:

1. The quizzes and assignments are based on lectures and required readings.
2. They are timed tests and notes. Note: This exam might be an end one class based on instructor decision.

Participation

- Graded Discussions - Students will be participating in discussions that will be graded on a 100 point scale. Go to the Discussion Rubric.

Project Software Project Management

Students will be planning, organizing and controlling an **IT Project** in small teams of six to eight students. It will provide hands-on experience with the various topics covered in this course.

Proctored Final Exam

There will be a proctored Final Exam in this course. Detailed instructions regarding your proctored exam will be forthcoming from the Bastemond Administration. You will be responsible for scheduling your own proctored exam.

Expectations

Many learning activities require sharing your assignments and opinions with your classmates. For example, you may be given a set of criteria on the basis of which to evaluate other classmates' assignments, and asked to submit the results to your instructor. Or you may be asked to post a draft of a paper to the discussion board for your classmates to comment on and incorporate or ignore, based on their feedback. Timely submission by all of each team of any being able to evaluate each other's assignments. Due dates will be indicated for each assignment in the Assignments section of the course.

Delays

If, for any reason, you are unable to meet any assignment deadline, contact your Course Facilitator. All time mentioned in the course (unless otherwise specified) are in Eastern Time. All assignments must be completed and must be turned in by their due dates and due times. Extensions may be granted by your instructor or course facilitator.

Discussion Grading Rubric

Graded discussion periods are held (day 1 of each module and 6:00-8:00 AM ET on Day 1 of the following module). You're certainly welcome to contribute to discussions at other times, but the grading rubric below applies only to what we offer during our discussion grade. The discussion grading rubric below is the guide we use to evaluate our discussion contributions.

	91-100	81-90	71-80	61-70	0-60
Participation	Very limited participation	Participation generally brief, frequently lacking	Reasonably useful participation, but inconsistent	Frequently relevant participation throughout the discussion period	Consistently relevant and consistent participation throughout the discussion period
Community	Mostly indifferent to other students	Little effort to engage with other students	Reasonable effort to engage with other students in discussions	Often responds thoughtfully to a few frequently active discussants	Consistently responds thoughtfully to many participants and provides help
Content	No useful, on-topic, or informative contributions; ideas or arguments are incoherent	Rarely any useful, on-topic, or informative contributions; ideas or arguments are incoherent	Reasonably useful, on-topic, or informative; ideas or arguments are coherent	Frequently useful, on-topic, or informative; ideas or arguments are coherent	Exceptionally useful, on-topic, informative; ideas or arguments are coherent
Reflection and Analysis	No significant effort to clarify, summarize or synthesize topics raised in discussions			Reasonable effort to clarify, summarize or synthesize topics raised in discussions	Leads group's effort to clarify, summarize or synthesize topics raised in discussions

Quiz Instructions

Accessing the Quiz

You will have access to the quiz at the beginning of the module. However you should not access the quiz until you have completed the learning activities for the module and are prepared to meet the objectives for that module.

Quiz Details

- There are 10 questions per quiz.
- The questions are either (choose multiple, multiple choice (choose one), or True/False.
- You have unlimited attempts.
- The points for each question are worth 10 points.
- The quiz questions will display one at a time on your screen.
- You can navigate back and forward in the quiz as you wish.
- You will have 30 minutes to complete the quiz.
- You can have multiple attempts to earn quiz. The grade from the last attempt will be recorded.
- You will be able to review your quiz responses and the correct answers after the quiz closes. The answers will be time stamped and marked as late. This will allow us to grade your quiz fairly in the event that technical difficulties occur while you are taking it.

Saving Answers

To answer a multiple choice question, select the appropriate choice from the list below the question.

- When you have completed your response, click the "Save" button at the top of the screen.
- Your answer will be saved and you will be taken back to the quiz. Your answer will be shown in the quiz.
- A timer is displayed above the questions tracking the remaining time available.
- Once you have saved your answer, you can navigate to other questions using the "Prev" or "Next" or the "Quiz" buttons.
- Clicking the "Quiz" button displays a list of the questions in the quiz. Clicking on the "Save and Return" button

If a technical issue of any kind arises during the quiz requiring you to go beyond the time limit, complete the quiz answering the remaining questions and then contact your facilitator or instructor immediately.

Technical

Comments on the Quiz

There will be a short answer area at the end of the quiz. It appears as a quiz question, but there are no points for this. Use it to let us know if you encountered any technical issues, or if you have any comments about a particular quiz. Refer by reference to the question number. Your facilitator will examine your comments in order to decide whether a grade adjustment or other action should be taken.

Other Questions

Use the discussion board to ask any other questions you have that are not related to your curriculum.

Course Policy on the Use of AI

Generative AI use is permitted when indicated within an assignment. All work should be completed without AI first, and editing and revisions may be completed with the assistance of Generative AI, as long as it is appropriately referenced, including the prompt used.

Any notes information that is not used in assignments, follows the guidelines on the Use of Generative AI in Assignments section below. Remember that approved citation of the use of these tools will also require disclosure of the prompts used to generate information.

Generative AI and automated content tools are known to return incomplete, inaccurate, and/or biased information, along with fabricated sources and quotes. Use of these tools without proper citation and verification of the output is not academically honest and will be treated as plagiarism. Students are responsible for the accuracy of their work.

Use of Generative AI that is not cited and/or is used for purposes outside of assignment instructions will be considered in violation of the Academic Conduct Policy.

Use of Generative AI in Assignments

For specific instructions on how to use AI in course assignments, see the Use of Generative AI in Assignments instructions included throughout the course.

Academic Conduct Policy

Please visit Metropolitan College's website for the full text of the department's Academic Conduct Code.

A Definition of Plagiarism

"The academic counterpart of the bank embezzler and the manufacturer who mislabels products is the plagiarist. The student or scholar who plagiarizes believe that what they are doing is a victimless crime. It is not. It is a crime against the intellectual property and the information that is the lifeblood of an academic community. Without the ability to protect intellectual property, there is little incentive for people to produce it. It is apparent that sometimes people of good character have committed acts of plagiarism (harmless joke, indeed, one gets!) simply because they are not aware of the illegitimacy of certain kinds of borrowing. Students need to be educated about the boundaries of borrowing and the ethical standards that underpin intellectual work."

"The spectrum is a wide one. At one end there is a world-class copyright case involving a writer's writing without attending the cited passage or quotation marks and identifying it as a footnote, both of which are necessary. (This includes, of course, the copying of all or any part of another's paper.) It hardly seems possible that anyone of college age could do this, but it happens all the time. At the other end of the spectrum, there are questions about how much of a paraphrase can same and how many changes in word order and phrasing and to apply expressions and opinions that are so tentatively made in hedged phrasing."

"Between these two extreme points are many and degrees, but they may be roughly divided in two groups. Close to outright and blatant deceit but more the result, perhaps, of laziness that of best intent is the packing together of random bits and pieces of other people's work into a paper that, when footnoted and quotation marked, looks like a scholarly piece. The result is a mosaic of other people's ideas and words, the writer's sole contribution the glue that seems to hold the pieces together. Indicative of more effort, of far, far more laziness, somewhat closer to honest, though not dishonest, is a paper that, paraphrase and footnote and quotation marks aside, follows the sequence of ideas and analysis in unknown, without acknowledgment that another person's text has been the basis for the exposition."

"Plagiarism: Lessons from Lake Wobegon, Scholars, The Logic and Rhetoric of Plagiarism, Revised Edition. Carolyn Matalene, Ann Brashear and Brian Huot."

Academic Conduct Code

1. **Philosophy of Discipline:**
The objective of Boston University in enforcing academic rules is to promote a community atmosphere in which learning and teaching can flourish. Students are responsible for knowing the rules and for behaving in accordance with academic conventions and standards of integrity and that he or she will not be out of a disadvantage because of others's dishonesty. Penalties should be carefully determined so as to be no more and no less than required to maintain the desired atmosphere. Penalties should be severe enough to make it clear that such behavior is not acceptable.
2. **Academic Misconduct:**
Academic misconduct is defined by which a student misrepresents his or her academic accomplishments, or impedes others's ability to demonstrate their accomplishments. Academic misconduct includes but is not limited to: cheating, plagiarism, and misrepresentation or fabrication of data presented for surveys, experiments, reports, etc., which include but is not limited to: giving unfounded excuses for not in class, claiming that never took place, or claiming that an event happened when it did not.
   - **Cheating on examinations**: Using or otherwise discovering and/or making known to others the contents of an examination before the examination.
   - **Unauthorized communication during examinations**: Any unauthorized communication may be considered prima facie evidence of cheating.
   - **Knowingly allowing others to represent your work as his or her own**: This includes providing a copy of your paper or laboratory report to another student without the express permission of the instructor(s).
   - **Forging a signature on any academic or administrative document**: **Falsifying a date, or official records of Boston University, or any other institution of higher learning**: Falsification, letters of recommendation, degree certificates, examination, quizzes, or other such other submission.
   - **Theft or damage to other students' work**: Theft or damage.
   - **Submitting the same work in more than one course**: without the consent of instructors.
   - **Plagiarism**: Plagiarism is defined as the use of ideas, words, or data of others, or the borrowing materials from others or other institutions, or it is very close resembling with the work of others so as to impede their academic performance.
   - **Misrepresentation of fabrication of data** presented for surveys, experiments, reports, etc., which include but is not limited to: giving unfounded excuses for not in class, claiming that never took place, or claiming that an event happened when it did not.
   - **Forging an examination**: Stealing or otherwise discovering and/or making known to others the contents of an examination before the examination.
   - **Unauthorized communication during examinations**: Any unauthorized communication may be considered prima facie evidence of cheating.
   - **Knowingly allowing others to represent your work as his or her own**: This includes providing a copy of your paper or laboratory report to another student without the express permission of the instructor(s).
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   - **Cheating on an examination**: Stealing