

# SIMULATION EXAM 9 — QUESTIONS

## 1-100

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1. A CTS holder is managing an installation when the client requests an additional feature mid-project. The feature would add two weeks to the schedule. What is the most appropriate response?

- A. Add the feature silently to preserve the client relationship
- B. Refuse the request entirely
- C. Process the request through the formal change-order workflow with scope, schedule, and cost impact documented
- D. Accept the feature and absorb the schedule impact

2. A project is behind schedule due to a general contractor delay that affects AV installation. The most appropriate response is:

- A. Document the delay, notify the client, and coordinate a revised schedule with the general contractor
- B. Accelerate AV work by adding unplanned overtime at the integrator's expense
- C. Proceed with installation in uncompleted areas and correct later
- D. Cancel the project

3. A CTS holder has discovered during installation that a specified product is no longer manufactured. The most appropriate response is:

- A. Substitute any similar product without client notification
- B. Install the discontinued product from distributor inventory without investigation
- C. Continue searching indefinitely for the original product

D. Propose an equivalent substitute to the client through a formal change order

4. A project manager is preparing a status update for the client. The most appropriate content includes:

A. Marketing about other projects the integrator is working on

B. Current progress against schedule, open issues, decisions required, and any scope or budget concerns

C. Internal financial data about the project

D. Complaints about other trades

5. A CTS holder is documenting site conditions that differ from the original design. The most appropriate approach is:

A. Proceed without documentation

B. Note the changes only in field notes that are not shared

C. Document the differences formally and assess design impact before proceeding

D. Make field adjustments silently

6. A client has requested a meeting to review project progress. The most appropriate preparation is:

A. Skip preparation and respond extemporaneously

B. Prepare only good news

C. Avoid discussing technical details

D. Prepare documentation of progress, issues, risks, and decisions required, with supporting materials

7. A CTS holder is coordinating with an electrical contractor whose schedule conflicts with the AV installation. The most appropriate response is:

- A. Coordinate directly with the electrical contractor and client to align schedules, with updates documented
- B. Proceed with AV work around the electrical conflicts
- C. Refuse to coordinate with other trades
- D. Demand the electrical contractor change their schedule

8. A CTS holder has received a late-arriving piece of equipment that was installed after the original commissioning was completed. The most appropriate response is:

- A. Leave the equipment uncommissioned
- B. Perform incremental commissioning of the late equipment with appropriate documentation
- C. Redo the entire commissioning
- D. Install the equipment without commissioning

9. A CTS holder is preparing a meeting agenda for a design review with the client. The most appropriate agenda items include:

- A. Integrator's marketing content
- B. Internal team structure discussion
- C. Competitor comparisons
- D. Design decisions, questions for the client, and decisions required before proceeding

10. A CTS holder has discovered an error in the original design that requires rework estimated at 5% of project cost. The most appropriate response is:

- A. Acknowledge the error to the client, propose the correction plan, and negotiate responsibility

- B. Hide the error and deliver the project as-is
- C. Blame the junior designer
- D. Require the client to absorb the full cost

11. A project manager is tracking open issues on an installation. The most appropriate approach is:

- A. Track issues without resolution timelines
- B. Skip tracking issues because they resolve themselves
- C. Maintain a formal issues log with status, owner, resolution approach, and target date
- D. Track issues only if the client asks

12. A client has requested an expedited installation timeline for a trade show opening. The most appropriate response is:

- A. Commit to the timeline without analysis
- B. Evaluate the compressed schedule, identify specific tradeoffs, and present options to the client
- C. Refuse the request categorically
- D. Accept while planning to miss the deadline

13. A CTS holder is preparing the scope of work for a project. The most appropriate content includes:

- A. A vague description of deliverables
- B. Only the equipment list
- C. Deliverables, exclusions, responsibilities, assumptions, and acceptance criteria
- D. Marketing materials about past projects

14. A project is at a critical milestone that requires client sign-off before proceeding. The client has been unresponsive to the integrator's communications. The most appropriate response is:

- A. Proceed with subsequent work assuming approval
- B. Send marketing emails to maintain engagement
- C. Skip the milestone entirely
- D. Escalate through documented communication channels, explaining the critical path impact of delay

15. A CTS holder discovers during installation that an unforeseen obstacle (e.g., existing structural member in a pathway) prevents the original cable routing. The most appropriate response is:

- A. Install cable with severe bends that violate manufacturer specifications
- B. Document the finding, identify alternate routing, and document the change in as-built records
- C. Install cables outside the intended pathway without coordination
- D. Skip the affected connections

16. A CTS holder is asked to provide an installation status update during a weekly client check-in. The most appropriate format is:

- A. A concise written and verbal summary of completed work, planned work, issues, and decisions required
- B. A detailed technical presentation lasting several hours
- C. Only visual content with no narrative
- D. Marketing materials

17. A project has experienced a scope addition that required 10% of total project labor. The client has signed the change order. The most appropriate approach is:

- A. Absorb the labor without cost

- B. Complete the scope addition and absorb any overruns
- C. Track and invoice the additional work per the approved change order
- D. Renegotiate the rate after the work is complete

18. A project manager is updating the installation schedule to reflect actual progress. The most appropriate update frequency is:

- A. Never, schedules are fixed
- B. Only at project completion
- C. Regular updates aligned with project management cadence and changes in status
- D. Updates only when the client asks

19. A CTS holder is managing a team of technicians on a complex installation. The most appropriate communication approach is:

- A. Communicate only with the lead technician
- B. Establish regular check-ins with the team, clear expectations, and documentation of decisions
- C. Minimize team communication
- D. Communicate through email only

20. A CTS holder is documenting a field change that was required due to site conditions. The most appropriate documentation includes:

- A. Field change notes identifying the reason, the revised approach, and impact on other project elements
- B. No documentation, it was field-resolved
- C. Verbal note to the project manager only
- D. Documentation hidden from the client

21. A CTS holder has received a scope change request from the client that adds minor work estimated at 2 hours. The most appropriate response is:

- A. Complete the work immediately and note it as a courtesy
- B. Process the request through the formal change-order workflow, even for small additions
- C. Refuse small changes as not worth the paperwork
- D. Charge the client without formal documentation

22. A project has encountered an unexpected risk that could impact schedule. The most appropriate response is:

- A. Ignore the risk and hope it doesn't materialize
- B. Document the risk internally without client notification
- C. Blame the design for not anticipating the risk
- D. Notify the client, document the risk, and propose mitigation or contingency options

23. A project manager is planning a complex installation with multiple interdependent tasks. The most appropriate planning tool is:

- A. A detailed work breakdown structure with task sequencing, dependencies, and milestones
- B. A single task list without sequencing
- C. Verbal coordination without documentation
- D. A timeline without task breakdown

24. A CTS holder is in the installation phase and has identified a safety concern at the work site. The most appropriate response is:

- A. Work around the concern to maintain schedule

B. Complete installation and address safety post-installation

C. Stop the affected work, document the concern, and coordinate resolution with the general contractor or safety team

D. Proceed with installation using reduced safety measures

25. A client has requested that the integrator provide daily progress reports during installation. The most appropriate response is:

A. Refuse daily reporting as excessive

B. Send marketing-style updates daily

C. Provide selective information that avoids uncomfortable topics

D. Provide daily written updates summarizing progress, issues, and decisions required

26. A project has completed installation and is ready for commissioning. The most appropriate approach to commissioning is:

A. Allow the installation team to verify their own work

B. Perform formal commissioning with test procedures, pass criteria, and documented results

C. Skip commissioning and proceed to acceptance

D. Commission only the most critical features

27. A CTS holder is preparing documentation for handoff to the client. The most appropriate package includes:

A. The original design drawings only

B. Marketing materials and the integrator's company information

C. Internal financial reconciliation

D. As-built drawings, operational documentation, training materials, commissioning results, and warranty information

28. A client has requested a change that would compromise one of the design's original functional requirements. The most appropriate response is:

- A. Explain the functional impact, confirm the client understands, and document the acknowledged tradeoff before proceeding
- B. Proceed with the change without discussion
- C. Refuse the change
- D. Proceed but record disagreement privately

29. A CTS holder is conducting a client training session at project handoff. The most appropriate approach is:

- A. Provide exhaustive technical content regardless of audience
- B. Skip training to reduce costs
- C. Tailor training to the actual user roles, focusing on common tasks with reference materials for exceptions
- D. Require users to complete certifications

30. A project has a significant change order that affects schedule, cost, and scope. The most appropriate documentation is:

- A. Verbal approval is sufficient
- B. A formal change order with scope description, cost impact, schedule impact, and client signature
- C. Only a notation in the project log
- D. An internal memo without client involvement

31. A CTS holder is coordinating AV installation with an active client operation. The most appropriate approach is:

- A. Coordinate work times that minimize impact on operations, document work performed, and communicate changes
- B. Proceed with installation regardless of operations
- C. Perform work during business hours for maximum technician availability
- D. Require operations to halt during installation

32. A project is in commissioning phase. The most appropriate documentation of each verification test is:

- A. Test procedure, expected result, actual result, pass/fail status, and any deviations or notes
- B. Verbal confirmation is sufficient
- C. Only failures need documentation
- D. A single overall pass or fail verdict

33. A CTS holder is meeting with a client who has expressed dissatisfaction with a recently completed project. The most appropriate approach is:

- A. Defend the work and dismiss the concerns
- B. Listen to the specific concerns, investigate root causes, and propose remediation within appropriate process
- C. Admit fault without investigation
- D. Redirect the client to the integrator's management

34. A project has experienced cost overrun due to discovered conditions that were not in the original design. The most appropriate approach is:

- A. Absorb the cost overrun

- B. Hide the overrun from the client
- C. Document the condition, propose a change order with cost justification, and negotiate responsibility
- D. Complete the work and invoice without formal change order

35. A CTS holder is preparing the final closeout for a project. The most appropriate closeout activity is:

- A. Final walkthrough with the client, delivery of documentation package, training completion, and formal acceptance
- B. Simply invoice the client
- C. Remove all equipment and leave the space as original
- D. Forward the project to marketing

36. A project has experienced schedule slippage of two weeks. The most appropriate response is:

- A. Ignore the slippage and hope to recover
- B. Accelerate unilaterally at the integrator's expense
- C. Blame other trades
- D. Analyze the cause, document the impact, communicate with the client, and propose recovery or schedule adjustment

37. A CTS holder is managing a project with multiple subcontractors. The most appropriate coordination approach is:

- A. Allow subcontractors to self-coordinate
- B. Establish clear coordination meetings, shared schedules, and documented decisions
- C. Communicate with subcontractors only through formal letters
- D. Coordinate only critical path items

38. A client has requested that the integrator provide video documentation of the installation. The most appropriate approach is:

- A. Capture video of key installation phases with appropriate security and confidentiality considerations
- B. Refuse the request
- C. Share all video content on social media
- D. Capture video without considering privacy or security

39. A project has encountered a quality issue that was caused by a subcontractor. The most appropriate response is:

- A. Hide the issue and deliver the work
- B. Blame the subcontractor publicly
- C. Address the quality issue, document the root cause, coordinate correction with the subcontractor, and prevent recurrence
- D. Refuse payment to the subcontractor

40. A CTS holder is preparing a scope of work addendum for an additional service the client has requested. The most appropriate addendum includes:

- A. Generic description of the additional service
- B. Only the additional cost
- C. Vague timeline
- D. Specific scope, deliverables, timeline, cost, and acceptance criteria for the added service

41. A CTS holder is in an active construction site where AV equipment is installed. The most appropriate safety practice is:

- A. Rely on the general contractor's safety program only

- B. Follow site-specific safety protocols, wear appropriate PPE, and coordinate work with the safety program
- C. Use personal safety judgment without formal procedures
- D. Skip PPE in areas that appear safe

42. A CTS holder is asked by the client's auditor for documentation of the installed system. The most appropriate response is:

- A. Provide the handoff documentation package with the client's knowledge
- B. Refuse to share documentation with an auditor
- C. Share confidential integrator documents
- D. Modify documents to match audit expectations

43. A CTS holder has completed commissioning but the client has not yet issued formal acceptance. The most appropriate response is:

- A. Issue an invoice without waiting for acceptance
- B. Proceed with subsequent phases regardless
- C. Abandon the project
- D. Follow up on the acceptance process, address any outstanding concerns, and continue supporting the client

44. A project is approaching closeout and the client has expressed concern about ongoing support. The most appropriate response is:

- A. Refer the client to the manufacturer
- B. Refuse to discuss support
- C. Discuss the integrator's support options, response times, and escalation procedures, with formal documentation

D. Offer unlimited free support

45. A CTS holder is preparing a system operation manual for the client. The most appropriate content includes:

A. Step-by-step operating instructions for common tasks, troubleshooting guidance, and contact information

B. Only manufacturer manuals for all components

C. Technical deep-dive content only

D. The integrator's marketing materials

46. A CTS holder has just completed a complex installation. The client has requested an in-depth debrief meeting. The most appropriate content is:

A. Marketing materials

B. Project highlights, lessons learned, documentation overview, training summary, and ongoing support structure

C. Only financial details

D. Only technical content

47. A project manager is tracking risks throughout the project lifecycle. The most appropriate approach is:

A. Track risks only at project kickoff

B. Track risks verbally without documentation

C. Skip risk tracking as unnecessary

D. Maintain a risk register with identification, probability, impact, mitigation approach, and regular review

48. A CTS holder is conducting a project kickoff meeting. The most appropriate agenda includes:

- A. Marketing about the integrator's company
- B. Competitor information
- C. Project scope review, team introductions, communication protocols, key milestones, and decision processes
- D. Only financial information

49. A client has requested a change to a previously approved design element. The most appropriate response is:

- A. Evaluate the impact, document the change, and process through the change-order workflow
- B. Refuse as approved designs cannot change
- C. Accept the change without analysis
- D. Proceed without client involvement

50. A CTS holder is reviewing a change order with the client. The most important content is:

- A. Only the cost impact
- B. Only the schedule impact
- C. Scope description, cost impact, schedule impact, acceptance criteria, and client signature space
- D. Only a narrative explanation

51. A project has encountered a client-caused delay. The most appropriate response is:

- A. Absorb the delay at the integrator's expense
- B. Continue work as if no delay has occurred
- C. Blame the client publicly

D. Document the delay, communicate the impact, and adjust schedule or cost per the contract

52. A CTS holder is coordinating an installation with the client's IT team. The most appropriate communication approach is:

A. Avoid coordination with IT

B. Establish regular communication with defined roles, shared schedules, and documented decisions

C. Communicate only through executive management

D. Rely on verbal communication without documentation

53. A CTS holder is preparing an installation schedule. The most appropriate approach is:

A. Develop a schedule with dependencies, resources, and buffer for unforeseen issues

B. Develop a schedule without buffers

C. Commit to an aggressive schedule to win the project

D. Use a generic template without customization

54. A CTS holder has been asked to provide a preliminary cost estimate during the design phase. The most appropriate response is:

A. Provide a budgetary range with explicit assumptions and caveats

B. Refuse to provide any estimate

C. Provide a fixed price without verification

D. Quote the highest probable cost

55. A project has a critical milestone that the client must approve before the project can proceed. The most appropriate approach is:

- A. Proceed without approval
- B. Formally document the milestone, provide adequate review time, and coordinate approval with clear communication
- C. Skip the milestone
- D. Request verbal approval only

56. A CTS holder is documenting decisions made during a client meeting. The most appropriate approach is:

- A. Skip documentation since decisions are verbal
- B. Document only favorable decisions
- C. Document in internal notes not shared
- D. Document the decisions in meeting minutes, share with attendees, and maintain in the project record

57. A CTS holder is preparing to conduct a site survey. The most appropriate preparation is:

- A. Review existing documentation, prepare a survey checklist, coordinate site access, and bring appropriate measurement tools
- B. Arrive without preparation
- C. Rely on the client to provide all information
- D. Skip the site survey

58. A project is in the procurement phase. The most appropriate approach is:

- A. Procure all equipment immediately without verification

- B. Defer procurement to minimize costs
- C. Skip procurement tracking
- D. Coordinate procurement with schedule milestones, manage long-lead items, and track delivery

59. A client has requested that the integrator provide training videos for the installed system. The most appropriate approach is:

- A. Refuse the request
- B. Provide generic manufacturer videos only
- C. Evaluate the scope, propose appropriate content through a change order, and deliver with appropriate documentation
- D. Produce without client specification

60. A CTS holder is managing a project with a fixed-price contract. The most appropriate approach to scope changes is:

- A. Process all changes through formal change orders with appropriate contract modifications
- B. Absorb all changes as part of the fixed price
- C. Refuse all changes
- D. Accept only minor changes informally

61. A CTS holder is preparing project closeout documentation. The most appropriate deliverables include:

- A. Only invoices
- B. As-built drawings, operational documentation, commissioning results, training records, and warranty documentation
- C. Only the final walkthrough notes
- D. Only the original design drawings

62. A project has encountered a communication breakdown between stakeholders. The most appropriate response is:

- A. Ignore the breakdown
- B. Take sides with one stakeholder
- C. Proceed without addressing communication
- D. Identify the cause, facilitate resolution through structured communication, and document the agreed-upon approach

63. A CTS holder is preparing for a final acceptance walkthrough with the client. The most appropriate approach is:

- A. Conduct the walkthrough without preparation
- B. Prepare only the successful tests
- C. Prepare documentation of verification results, demonstrate functional requirements, and have remediation plans for any issues
- D. Skip the walkthrough

64. A CTS holder has completed installation but is awaiting a long-lead-time equipment delivery. The most appropriate approach is:

- A. Complete installation of available equipment, document the pending work, and coordinate with the client for later completion
- B. Wait for the equipment without further work
- C. Substitute inferior equipment without notification
- D. Refuse to proceed

65. A CTS holder is preparing an operational procedure document for a conference room. The most appropriate content includes:

- A. Only technical reference
- B. Step-by-step procedures for common operations, troubleshooting guidance, and support contacts
- C. Only marketing content
- D. The integrator's internal process

66. A project has identified equipment that requires manufacturer coordination for setup. The most appropriate approach is:

- A. Attempt setup without manufacturer involvement
- B. Install without setup
- C. Skip this equipment
- D. Coordinate with the manufacturer, obtain required setup information, and schedule appropriately

67. A CTS holder is asked to estimate the hours required for a complex installation. The most appropriate approach is:

- A. Break down the installation into tasks, estimate each with historical data, and apply appropriate contingency
- B. Use a round estimate without task analysis
- C. Minimize the estimate to win the project
- D. Use the integrator's default per-project hours

68. A CTS holder has encountered a stakeholder who is blocking project progress. The most appropriate response is:

- A. Bypass the stakeholder

B. Document the issue and escalate appropriately

C. Understand the stakeholder's concerns, identify common ground, and escalate if necessary with documentation

D. Terminate the project

69. A project has a tight deadline that cannot be extended. The most appropriate approach is:

A. Commit without analysis

B. Refuse the deadline

C. Use consumer-grade equipment to save time

D. Analyze feasibility, identify specific options for meeting the deadline (scope reduction, resource addition, overtime), and present to client

70. A CTS holder is planning how to handle warranty and ongoing support for an installation. The most appropriate approach is:

A. Document warranty terms, support procedures, escalation paths, and response time commitments with the client

B. Refer the client to manufacturers only

C. Refuse ongoing support

D. Provide informal support without documentation

71. A project has entered a phase where the client must make a design decision that affects cost. The most appropriate approach is:

A. Make the decision for the client

B. Defer the decision indefinitely

C. Present the decision with context, cost implications, and recommendations; allow appropriate review time

D. Proceed without decision

72. A CTS holder is documenting the acceptance of a project phase. The most appropriate documentation is:

A. Formal acceptance document with scope completed, verification results, and client signature

B. Verbal confirmation only

C. An email with no formal signature

D. Internal memo without client involvement

73. A CTS holder is coordinating with a client's facilities management team. The most appropriate approach is:

A. Avoid coordination with facilities

B. Coordinate through executive channels only

C. Rely on verbal coordination

D. Establish direct communication, share schedules, document decisions, and coordinate site access

74. A project has a budget constraint that prevents all desired features. The most appropriate approach is:

A. Include all features regardless of budget

B. Work with the client to prioritize features, identify tradeoffs, and align scope with budget

C. Remove features without client input

D. Use lowest-cost equipment for everything

75. A CTS holder is preparing the final invoice for a project. The most appropriate content includes:

A. An invoice without documentation

- B. A simplified single-line item
- C. A clear statement of work completed, amounts, change orders, and reference documentation
- D. Only the total amount

76. A CTS holder is managing a project that has experienced significant scope growth. The most appropriate approach is:

- A. Regularly review scope against original contract, process all additions through change orders, and maintain transparency with the client
- B. Absorb scope growth without change orders
- C. Refuse all scope additions
- D. Invoice scope growth without documentation

77. A project has a client who has delegated decision-making to multiple subordinates. The most appropriate approach is:

- A. Make decisions without client input
- B. Seek client sign-off on all minor decisions
- C. Establish decision authority levels, document who decides what, and ensure appropriate approvals are captured
- D. Ignore the delegation and work with one contact only

78. A CTS holder has identified that a project is likely to miss its schedule. The most appropriate response is:

- A. Hide the concern until it becomes obvious
- B. Communicate early, explain the cause, and propose options for recovery or schedule adjustment
- C. Blame stakeholders publicly
- D. Continue without notification

79. A CTS holder is preparing to coordinate with a general contractor on a construction project. The most appropriate approach is:

- A. Avoid the general contractor
- B. Attend only integrator-specific meetings
- C. Communicate only through email
- D. Participate in general contractor coordination meetings, align on schedules, and coordinate dependencies

80. A project has equipment that has been delivered damaged. The most appropriate response is:

- A. Document the damage, coordinate with the manufacturer or shipper, and arrange replacement with appropriate timing
- B. Install the damaged equipment and address later
- C. Hide the damage from the client
- D. Refuse to handle the equipment

81. A CTS holder is managing a team member who is not performing adequately. The most appropriate response is:

- A. Ignore the performance issue
- B. Fire the team member immediately
- C. Document the concerns, discuss expectations with the team member, and coordinate with HR for appropriate response
- D. Complain about the team member publicly

82. A CTS holder has been asked to participate in lessons-learned review at project closeout. The most appropriate contribution is:

- A. Only positive observations
- B. Honest observations of what worked well, what did not, and specific recommendations for future projects
- C. Blame assignment to specific individuals
- D. No participation

83. A client has requested that the integrator provide a project status dashboard that updates in real time. The most appropriate response is:

- A. Evaluate the request, scope the dashboard through a change order, and implement with appropriate tools
- B. Refuse the request
- C. Provide a static document once
- D. Use only marketing-style content

84. A CTS holder is managing a project with a remote client. The most appropriate communication approach is:

- A. Minimize communication with remote clients
- B. Communicate in the integrator's local time zone only
- C. Use marketing-style communications
- D. Establish regular communication cadence, use appropriate tools for remote collaboration, and document decisions

85. A project has encountered a client dispute over scope interpretation. The most appropriate response is:

- A. Refer back to the signed scope of work and discuss the specific interpretation point with the client for resolution
- B. Refuse to discuss the dispute
- C. Escalate immediately to legal
- D. Abandon the project

86. A CTS holder is planning how to handle unexpected discoveries during installation. The most appropriate approach is:

- A. Hope nothing unexpected occurs
- B. Include in the project plan a process for identifying, documenting, and resolving unforeseen site conditions
- C. Skip planning
- D. Address discoveries informally

87. A project has a client who has requested changes that would be better handled after initial deployment. The most appropriate response is:

- A. Accept all changes immediately
- B. Discuss the benefits of phased implementation, document the approach, and establish timelines for future phases
- C. Refuse all changes
- D. Implement changes without client coordination

88. A CTS holder is preparing for a sign-off meeting. The most appropriate preparation is:

- A. Arrive unprepared

B. Prepare only agreeable content

C. Skip the meeting

D. Prepare verification documentation, demonstration of functional requirements, and a plan for addressing any concerns

89. A client has requested that the integrator provide periodic progress reports via email. The most appropriate content is:

A. Marketing content

B. Negative content about other stakeholders

C. Progress against schedule, issues, decisions required, and upcoming activities

D. Only financial content

90. A CTS holder has discovered that an installation task was performed by an untrained technician. The most appropriate response is:

A. Review the work, correct any deficiencies, and ensure qualified supervision going forward

B. Leave the work as-is

C. Hide the untrained work

D. Fire the technician

91. A project has a document control system for project information. The most appropriate approach to versioning is:

A. No versioning required

B. Use clear version numbers, effective dates, change descriptions, and controlled access to current versions

C. Overwrite old versions without history

D. Rely on file timestamps only

92. A CTS holder is coordinating with a low-voltage contractor. The most appropriate approach is:

- A. Avoid coordination with low-voltage work
- B. Take over low-voltage work from the contractor
- C. Proceed without coordination
- D. Establish shared schedules, coordinate cable pathways and terminations, and document the scope division

93. A CTS holder is preparing the final handoff meeting. The most appropriate content includes:

- A. Only equipment lists
- B. Only invoices
- C. Handoff documentation review, operational overview, training summary, warranty information, and support contacts
- D. Only marketing content

94. A project has equipment that must be configured before installation. The most appropriate approach is:

- A. Configure equipment in the staging area with appropriate verification before on-site installation
- B. Configure on-site during installation only
- C. Skip configuration until commissioning
- D. Use default configurations without verification

95. A CTS holder is managing a project with strict change control. The most appropriate approach to minor changes is:

- A. Process all changes through the formal change control process regardless of size

- B. Make minor changes informally
- C. Ignore change control for time-saving
- D. Process changes only after project closeout

96. A CTS holder is asked to provide a project closeout report to the client. The most appropriate content is:

- A. Only the final invoice
- B. Summary of work completed, commissioning results, handoff documentation references, warranty and support information, and open items
- C. Only marketing content
- D. The integrator's internal financials

97. A CTS holder is managing an ongoing relationship with a client post-project. The most appropriate approach is:

- A. Contact only when billing
- B. Avoid client contact after closeout
- C. Maintain appropriate communication, provide proactive support information, and be responsive to questions or concerns
- D. Market aggressively for new projects

98. A CTS holder is preparing to review warranty terms with the client at handoff. The most appropriate content is:

- A. Skip warranty discussion
- B. Manufacturer warranty terms, integrator workmanship warranty terms, process for claims, and limits and exclusions
- C. Only generic warranty claims
- D. Verbal warranty discussion only

99. A CTS holder has completed project commissioning. The client has identified additional work that falls outside the original scope. The most appropriate response is:

- A. Absorb the additional work
- B. Process the additional work through a formal scope addition or separate engagement with appropriate documentation
- C. Refuse to discuss additional work
- D. Complete the additional work without billing

100. A CTS holder is preparing to close a long-running project. The most appropriate closeout activity is:

- A. Complete invoicing and forget the project
- B. Forward all project records to marketing
- C. Skip documentation
- D. Final walkthrough with the client, formal acceptance, complete documentation package delivery, and transition to support phase

# SIMULATION EXAM 9 — ANSWER

## KEY AND FULL EXPLANATIONS

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1. C — Process the request through the formal change-order workflow with scope, schedule, and cost impact documented. Mid-project scope additions that affect schedule must go through change control so the client understands the full impact and formally approves it. Silent acceptance creates contractual ambiguity and erodes project margin; flat refusal damages the client relationship. The change-order process preserves both the project's definition and the professional relationship by making tradeoffs visible and decisions explicit.
2. A — Document the delay, notify the client, and coordinate a revised schedule with the general contractor. Delays caused by other trades require documentation and coordination — the integrator is not the source of the delay but must manage its impact. Absorbing cost through unplanned overtime sets a harmful precedent; working around incomplete conditions creates rework; cancellation is disproportionate. Professional coordination produces the revised schedule that serves everyone's interests.
3. D — Propose an equivalent substitute to the client through a formal change order. Product discontinuation is a scope-affecting event requiring client notification and approval of the substitute. Silent substitution removes the client's ability to evaluate the change; installing from declining inventory without investigation risks future support problems; indefinite searching delays the project. The change order documents the substitution with appropriate client consent.
4. B — Current progress against schedule, open issues, decisions required, and any scope or budget concerns. Professional status updates give the client actionable information — where the project stands, what needs attention, what decisions they need to make. Marketing content, internal financial data, and complaints about other trades don't serve the client's oversight role and damage the professional relationship.
5. C — Document the differences formally and assess design impact before proceeding. Site conditions that differ from design assumptions must be documented and assessed before work proceeds — proceeding without documentation creates latent problems; field notes not shared keep critical information from decision-makers; silent field adjustments violate change-control discipline. Formal documentation protects the project and establishes the basis for any required design modifications.
6. D — Prepare documentation of progress, issues, risks, and decisions required, with supporting materials. Client progress meetings are decision-making forums that require prepared content — status against plan, open items needing attention, risks warranting discussion, and any decisions

required. Skipping preparation, presenting only good news, or avoiding technical detail all fail the meeting's purpose of enabling informed client decisions.

7. A — Coordinate directly with the electrical contractor and client to align schedules, with updates documented. Trade coordination requires direct communication between the affected parties, with the client kept informed of resolution. Proceeding around conflicts produces rework; refusing to coordinate isolates the integrator from the broader project; demanding schedule changes without discussion damages trade relationships. Direct, documented coordination produces workable solutions.
8. B — Perform incremental commissioning of the late equipment with appropriate documentation. Equipment arriving after initial commissioning still requires commissioning — skipping it leaves the equipment unverified. Redoing the entire commissioning is wasteful; leaving the equipment uncommissioned creates warranty and performance issues. Incremental commissioning with proper documentation extends the verified baseline appropriately.
9. D — Design decisions, questions for the client, and decisions required before proceeding. Design review with the client is a decision-making meeting focused on design content and client input. Marketing content, team structure, and competitor comparisons have no place in a review meeting — they distract from the design's technical substance and the client's evaluation responsibility.
10. A — Acknowledge the error to the client, propose the correction plan, and negotiate responsibility. Professional integrity requires acknowledging errors and addressing them. The Code of Ethics principle of honest representation prohibits concealment; blame attribution to junior staff is both unprofessional and usually inaccurate; absorbing or offloading cost without discussion fails both parties. Acknowledgment with a correction proposal preserves trust and produces a workable path forward.
11. C — Maintain a formal issues log with status, owner, resolution approach, and target date. Professional project management tracks issues systematically so nothing falls through the cracks and accountability is clear. Informal tracking loses information; self-resolving assumptions produce surprises later; client-driven tracking abdicates professional responsibility. Formal issue logs are the standard project management discipline.
12. B — Evaluate the compressed schedule, identify specific tradeoffs, and present options to the client. Expedited timelines require feasibility analysis — what's achievable, at what cost, with what risks. Committing without analysis leads to missed deadlines and damaged relationships; categorical refusal forfeits opportunity; acceptance while planning to miss sets up failure. Professional evaluation with presented options enables informed client decisions.
13. C — Deliverables, exclusions, responsibilities, assumptions, and acceptance criteria. A professional scope of work is explicit about what's included, excluded, who's responsible, what's assumed, and how completion is judged. Vague descriptions invite disputes; equipment lists alone

don't capture deliverables or acceptance; marketing materials aren't contractual content. Explicit scope protects both parties.

14. D — Escalate through documented communication channels, explaining the critical path impact of delay. Unresponsive clients at critical milestones require escalation through defined channels — typically the client's project sponsor or next-level authority. Proceeding on assumed approval creates contractual exposure; marketing emails don't drive decisions; skipping milestones violates project structure. Escalation with documented impact explanation is the professional response.
15. B — Document the finding, identify alternate routing, and document the change in as-built records. Unexpected obstacles require documented field changes — alternate routing determined in coordination with design intent, with the as-built documentation updated accordingly. Violating bend specifications creates signal problems; routing outside pathways creates future service complications; skipping connections fails the project requirements.
16. A — A concise written and verbal summary of completed work, planned work, issues, and decisions required. Effective status updates are concise and complete — covering the key items the client needs to know in a format they can review quickly. Multi-hour technical presentations waste client time; visual-only content lacks narrative; marketing materials don't serve status communication.
17. C — Track and invoice the additional work per the approved change order. Approved change orders establish the basis for scope additions, schedule adjustments, and cost recovery. Absorbing the additional labor violates the change order's terms; absorbing overruns on approved additions sets harmful precedents; post-completion renegotiation is both difficult and unprofessional.
18. C — Regular updates aligned with project management cadence and changes in status. Project schedules are living documents that require regular updates reflecting actual progress and any changes. Fixed schedules lose accuracy; end-only updates eliminate their management value; client-driven updates cede control. Regular cadence-based updates support active project management.
19. B — Establish regular check-ins with the team, clear expectations, and documentation of decisions. Team management requires regular communication with defined expectations and documented decisions. Communicating only with lead technicians loses team-level information; minimal communication damages coordination; email-only communication misses the nuances face-to-face or structured meetings provide.
20. A — Field change notes identifying the reason, the revised approach, and impact on other project elements. Field changes require documentation that captures the reason, the change itself, and implications for other project elements — both for immediate project control and for long-term as-built records. Undocumented changes, verbal notes only, or concealed documentation all create problems downstream.

21. B — Process the request through the formal change-order workflow, even for small additions. Scope discipline applies to all additions, regardless of size. Informal acceptance of "just two hours" sets harmful precedents that accumulate into significant overruns; refusing small changes damages client relationships; charging without documentation creates invoicing disputes. Formal change orders protect both parties even for small items.
22. D — Notify the client, document the risk, and propose mitigation or contingency options. Unexpected risks require transparent communication with the client so they can participate in response decisions. Ignoring risks invites their materialization; internal-only documentation hides critical information from the client; blame attribution doesn't address the risk. Professional response combines transparency with mitigation options.
23. A — A detailed work breakdown structure with task sequencing, dependencies, and milestones. Complex installations require structured planning with task breakdown, dependencies, resource assignments, and milestones. Single-list approaches miss dependencies; verbal coordination loses information; timelines without task breakdown don't capture the work required. WBS-based planning is the professional standard.
24. C — Stop the affected work, document the concern, and coordinate resolution with the general contractor or safety team. Safety concerns override schedule — stopping the work is the professional response, followed by documented coordination with the safety authority. Working around safety concerns, completing and deferring safety, or reducing safety measures all create accident and liability exposure. Safety is non-negotiable.
25. D — Provide daily written updates summarizing progress, issues, and decisions required. Clients requesting daily updates have legitimate operational needs; daily written updates meet the request efficiently. Refusing client-requested communication, marketing substitutes, or selective reporting all fail the client's request and damage the relationship.
26. B — Perform formal commissioning with test procedures, pass criteria, and documented results. Commissioning requires formal structure — specific test procedures, defined pass criteria, and documented results. Installation team self-verification lacks objectivity; skipping commissioning leaves the system unverified; commissioning only critical features leaves significant portions unverified. Formal commissioning is the professional standard.
27. D — As-built drawings, operational documentation, training materials, commissioning results, and warranty information. Project handoff documentation enables client operation and future service — requiring multiple document types. Original drawings alone lack installation reality; marketing and company info aren't operational; internal financial reconciliation is irrelevant to client handoff.
28. A — Explain the functional impact, confirm the client understands, and document the acknowledged tradeoff before proceeding. Client-requested changes that compromise functional requirements must be explained with full understanding of the consequence. Silent acceptance creates acceptance problems later; refusing without explanation damages the relationship;

proceeding with private disagreement leaves the client unprotected. Transparent discussion with documented acknowledgment preserves both parties' positions.

29. C — Tailor training to the actual user roles, focusing on common tasks with reference materials for exceptions. End-user training must match user needs — common tasks with reference materials for edge cases. Exhaustive technical content overwhelms users; skipping training leaves users without support; certification requirements exceed what end-users need. Role-appropriate training produces operational success.
30. B — A formal change order with scope description, cost impact, schedule impact, and client signature. Significant changes require formal change orders with complete documentation and client signature. Verbal approvals can't be enforced; project log notations aren't binding; internal memos don't engage the client. Formal change orders protect both parties for substantive scope changes.
31. A — Coordinate work times that minimize impact on operations, document work performed, and communicate changes. Active operations require coordination that respects operational continuity — typically off-hours or specific windows, with clear communication. Proceeding regardless of operations damages client relationships; business-hours convenience for technicians disrupts the client; demanding operations halt is disproportionate.
32. A — Test procedure, expected result, actual result, pass/fail status, and any deviations or notes. Professional commissioning documentation captures all elements needed for verification and audit — procedure, expected, actual, and variations. Verbal-only, failure-only, or verdict-only approaches don't preserve the verification record that acceptance and future service require.
33. B — Listen to the specific concerns, investigate root causes, and propose remediation within appropriate process. Client dissatisfaction requires active listening, root cause analysis, and proposed remediation — not defense, immediate admission without investigation, or redirection. Listening-based response preserves the relationship while producing informed remediation.
34. C — Document the condition, propose a change order with cost justification, and negotiate responsibility. Discovered conditions causing cost overrun require formal treatment — documentation, change order with justification, and discussion of responsibility. Absorbing silently sets precedents; concealment damages trust; proceeding without formal change creates invoicing disputes.
35. A — Final walkthrough with the client, delivery of documentation package, training completion, and formal acceptance. Project closeout is a multi-element activity that formally concludes the project. Simple invoicing skips critical closeout; removing equipment is extraordinary and inappropriate; marketing forward is irrelevant to closeout.
36. D — Analyze the cause, document the impact, communicate with the client, and propose recovery or schedule adjustment. Schedule slippage requires analysis, communication, and proposed

response — not hope, unilateral acceleration at integrator expense, or blame attribution. Professional management addresses slippage with analysis and options.

37. B — Establish clear coordination meetings, shared schedules, and documented decisions. Multi-subcontractor coordination requires structured communication — regular meetings, shared schedules, and documented decisions. Self-coordination produces gaps; formal letter communication is too slow; selective coordination misses dependencies.
38. A — Capture video of key installation phases with appropriate security and confidentiality considerations. Video documentation is a legitimate client request that requires thoughtful implementation — security, confidentiality, and appropriate scope. Refusing the request damages the relationship; social media sharing violates confidentiality; capturing without privacy considerations creates exposure.
39. C — Address the quality issue, document the root cause, coordinate correction with the subcontractor, and prevent recurrence. Quality issues require correction and systemic prevention, not concealment or public blame. Documented root cause analysis prevents recurrence; subcontractor coordination produces appropriate correction; refusing payment without correction doesn't solve the quality problem.
40. D — Specific scope, deliverables, timeline, cost, and acceptance criteria for the added service. Scope addenda follow the same professional standards as the original scope — specific, complete, with acceptance criteria. Generic descriptions, cost-only, or vague timelines create the same problems as vague primary scope.
41. B — Follow site-specific safety protocols, wear appropriate PPE, and coordinate work with the safety program. Active construction site safety requires compliance with specific protocols, appropriate PPE, and coordination with the safety program. Relying on general contractor programs without following them, personal judgment, or skipping PPE all violate safety discipline and site rules.
42. A — Provide the handoff documentation package with the client's knowledge. Client auditors evaluating the installed system need the standard handoff documentation — delivered with the client's knowledge to maintain audit trail integrity. Refusing to share impedes legitimate audit; sharing confidential integrator documents is inappropriate; document modification corrupts the audit record.
43. D — Follow up on the acceptance process, address any outstanding concerns, and continue supporting the client. Commissioning complete but awaiting acceptance requires continued follow-up and support. Invoicing without acceptance is premature; proceeding to next phases presumes approval; abandoning the project fails the client's interests.
44. C — Discuss the integrator's support options, response times, and escalation procedures, with formal documentation. Ongoing support discussions require comprehensive content — options,

response times, escalation, all documented. Manufacturer referral doesn't address the integrator's support role; refusing discussion damages the relationship; unlimited free support is unsustainable.

45. A — Step-by-step operating instructions for common tasks, troubleshooting guidance, and contact information. Operational manuals are practical references for users — common tasks, troubleshooting, and support contacts. Manufacturer manuals alone are too detailed and fragmented; technical deep-dives exceed user needs; marketing materials don't support operation.
46. B — Project highlights, lessons learned, documentation overview, training summary, and ongoing support structure. Comprehensive debrief captures project outcomes, learning, and forward-looking support. Marketing, finances-only, or technical-only content miss the multi-dimensional nature of effective project debrief.
47. D — Maintain a risk register with identification, probability, impact, mitigation approach, and regular review. Professional project management maintains living risk registers with regular review — not one-time kickoff identification, verbal tracking, or skipped risk management. Risk registers support proactive management throughout the project lifecycle.
48. C — Project scope review, team introductions, communication protocols, key milestones, and decision processes. Kickoff meetings establish the project's operating framework — scope, team, communication, milestones, decisions. Marketing, competitor information, or finance-only content doesn't establish this operational framework.
49. A — Evaluate the impact, document the change, and process through the change-order workflow. Design changes, even after approval, require impact evaluation and formal change processing. Refusing approved designs can't change, accepting without analysis, or proceeding without client involvement all fail the change discipline that protects both parties.
50. C — Scope description, cost impact, schedule impact, acceptance criteria, and client signature space. Change orders must be complete — all impacts, acceptance basis, and signature block. Cost-only, schedule-only, or narrative-only change orders miss required elements.
51. D — Document the delay, communicate the impact, and adjust schedule or cost per the contract. Client-caused delays require documentation, communication, and contractual adjustment. Absorbing cost sets harmful precedents; continuing as if nothing changed creates downstream problems; public blame damages the relationship.
52. B — Establish regular communication with defined roles, shared schedules, and documented decisions. IT team coordination requires structured regular communication. Avoiding IT, executive-only communication, or verbal-only coordination all fail to establish the operational cooperation an installation requires.
53. A — Develop a schedule with dependencies, resources, and buffer for unforeseen issues. Professional schedules include task dependencies, resource assignments, and appropriate contingency. Bufferless schedules can't absorb normal variability; aggressive schedules for sales

win set up failure; template use without customization produces schedules that don't match the specific project.

54. A — Provide a budgetary range with explicit assumptions and caveats. Design-phase estimates serve planning and require qualification — a range with assumptions prevents misinterpretation. Refusal, fixed-price commitment without verification, or inflated quotes all fail to serve the client's early-stage planning need responsibly.
55. B — Formally document the milestone, provide adequate review time, and coordinate approval with clear communication. Critical milestones require formal treatment — documentation, review time, and clear approval coordination. Proceeding without approval, skipping milestones, or verbal-only approval all violate project governance discipline.
56. D — Document the decisions in meeting minutes, share with attendees, and maintain in the project record. Decision documentation captures what was agreed, circulates it for confirmation, and preserves it in the project record. Skipping documentation loses critical information; selective documentation creates gaps; internal-only notes aren't shared for confirmation.
57. A — Review existing documentation, prepare a survey checklist, coordinate site access, and bring appropriate measurement tools. Site survey preparation is structured — document review, checklist, access coordination, and tool selection. Arriving unprepared, relying on the client for all information, or skipping the survey all produce inadequate survey outcomes.
58. D — Coordinate procurement with schedule milestones, manage long-lead items, and track delivery. Professional procurement is coordinated with schedule — long-lead items ordered early, deliveries tracked, arrivals aligned with installation milestones. Immediate procurement without verification ties up capital; deferred procurement creates schedule risk; untracked procurement creates surprises.
59. C — Evaluate the scope, propose appropriate content through a change order, and deliver with appropriate documentation. Training video requests are scope additions requiring evaluation and formal treatment. Refusal damages the relationship; generic manufacturer videos don't meet client-specific needs; unspecified production produces inappropriate content.
60. A — Process all changes through formal change orders with appropriate contract modifications. Fixed-price contracts require strict change discipline — formal change orders for all scope changes. Absorbing changes erodes margin; refusing changes damages relationships; informal acceptance creates contractual ambiguity.
61. B — As-built drawings, operational documentation, commissioning results, training records, and warranty documentation. Closeout documentation serves client operational needs and must be comprehensive. Single-category deliverables (invoices, walkthrough notes, original drawings) miss critical operational information.

62. D — Identify the cause, facilitate resolution through structured communication, and document the agreed-upon approach. Communication breakdowns require facilitation and structured resolution. Ignoring, taking sides, or proceeding without addressing all allow problems to grow and ultimately fail the project.
63. C — Prepare documentation of verification results, demonstrate functional requirements, and have remediation plans for any issues. Final acceptance walkthrough preparation covers verification results, live demonstration, and remediation plans for any identified issues. Conducting without preparation, presenting only successes, or skipping the walkthrough all fail the acceptance requirement.
64. A — Complete installation of available equipment, document the pending work, and coordinate with the client for later completion. Long-lead equipment requires practical management — installing what's available, documenting pending work, and coordinating completion. Waiting without work wastes time; substitution without notification fails the specification; refusing to proceed abandons the project.
65. B — Step-by-step procedures for common operations, troubleshooting guidance, and support contacts. Conference room operational procedures serve end users with practical content. Technical reference, marketing, and integrator internal process don't support user operation.
66. D — Coordinate with the manufacturer, obtain required setup information, and schedule appropriately. Manufacturer coordination for setup is a project management task — obtain requirements, schedule accordingly. Attempting setup without manufacturer information, installing without setup, or skipping equipment all produce problems.
67. A — Break down the installation into tasks, estimate each with historical data, and apply appropriate contingency. Professional estimation decomposes work into tasks, estimates each based on historical data, and adds contingency for variability. Round estimates, minimal estimates for sales, or default project hours produce estimates that don't match reality.
68. C — Understand the stakeholder's concerns, identify common ground, and escalate if necessary with documentation. Blocking stakeholders require understanding before escalation — what's driving their concern, where common ground exists. Bypassing creates conflict; escalation without understanding damages relationships; terminating the project is disproportionate.
69. D — Analyze feasibility, identify specific options for meeting the deadline (scope reduction, resource addition, overtime), and present to client. Tight deadlines require analysis and option presentation — what's possible at what cost. Commitment without analysis, refusal, or consumer-grade equipment all fail to produce a workable solution.
70. A — Document warranty terms, support procedures, escalation paths, and response time commitments with the client. Warranty and support planning produces documented client-facing

commitments. Manufacturer-only referrals abdicate integrator responsibility; refusing support damages the relationship; informal support produces expectation mismatches.

71. C — Present the decision with context, cost implications, and recommendations; allow appropriate review time. Client decisions require context, analysis, and recommendation — not integrator decisions, indefinite deferral, or forcing proceeding without decision. Informed decision-making enables appropriate client input.
72. A — Formal acceptance document with scope completed, verification results, and client signature. Phase acceptance is documented formally with specific content and client signature. Verbal confirmation, unsigned email, or internal memo don't establish the formal acceptance basis for subsequent phase work.
73. D — Establish direct communication, share schedules, document decisions, and coordinate site access. Facilities coordination requires direct, structured communication with shared planning and documented decisions. Avoidance, executive-only channels, or verbal-only communication all fail the operational coordination facilities management requires.
74. B — Work with the client to prioritize features, identify tradeoffs, and align scope with budget. Budget constraints require collaborative prioritization with the client — what matters most, where tradeoffs produce best value. Unilateral inclusion or exclusion, lowest-cost defaults all fail to produce the scope the client wants within available budget.
75. C — A clear statement of work completed, amounts, change orders, and reference documentation. Final invoices connect work to payment with appropriate detail and references. Undocumented invoices, simplified single lines, or total-only invoices don't support the client's verification and payment processes.
76. A — Regularly review scope against original contract, process all additions through change orders, and maintain transparency with the client. Scope growth requires regular review and formal change processing. Absorbing without change orders, refusing additions, or invoicing without documentation all create contractual problems.
77. C — Establish decision authority levels, document who decides what, and ensure appropriate approvals are captured. Delegated decision-making requires clear authority mapping and appropriate approval capture. Unilateral decisions exceed integrator authority; all-decisions-to-top wastes time; working with single contact ignores the delegation.
78. B — Communicate early, explain the cause, and propose options for recovery or schedule adjustment. Schedule risks require early communication with analysis and options — not concealment, public blame, or silent continuation. Early communication preserves client options for informed response.
79. D — Participate in general contractor coordination meetings, align on schedules, and coordinate dependencies. General contractor coordination is ongoing participation, not avoidance. Attending

only integrator meetings, email-only communication, or minimal participation all miss the cross-trade coordination a construction project requires.

80. A — Document the damage, coordinate with the manufacturer or shipper, and arrange replacement with appropriate timing. Damaged equipment requires documentation and coordinated replacement — not installing damaged goods, concealing damage, or refusing to handle the equipment.
81. C — Document the concerns, discuss expectations with the team member, and coordinate with HR for appropriate response. Team performance issues require documentation, direct discussion, and HR coordination — the structured approach that protects the integrator and the team member. Ignoring, terminating, or public complaint all fail the professional response.
82. B — Honest observations of what worked well, what did not, and specific recommendations for future projects. Lessons-learned reviews serve organizational improvement through honest observation. Positive-only observations hide learning; blame assignment doesn't produce improvement; no participation wastes the learning opportunity.
83. A — Evaluate the request, scope the dashboard through a change order, and implement with appropriate tools. Dashboard requests are scope additions requiring evaluation and formal treatment. Refusal, static substitutes, or marketing-style content don't serve the client's operational request.
84. D — Establish regular communication cadence, use appropriate tools for remote collaboration, and document decisions. Remote client management requires structured communication with appropriate tools and documentation. Minimal, local-time-zone-only, or marketing-style communication all fail the remote relationship's communication needs.
85. A — Refer back to the signed scope of work and discuss the specific interpretation point with the client for resolution. Scope disputes go back to the signed document and get discussed with the client at the specific interpretation point. Refusing discussion, immediate legal escalation, or project abandonment all escalate disproportionately before the professional discussion has occurred.
86. B — Include in the project plan a process for identifying, documenting, and resolving unforeseen site conditions. Unexpected discoveries are predictable in nature but unpredictable in specifics — the project plan should include a process for handling them. Hope-based planning fails; skipping planning creates ad-hoc response; informal handling fails documentation discipline.
87. B — Discuss the benefits of phased implementation, document the approach, and establish timelines for future phases. Deferred changes warrant phased implementation discussion — what can be done when, with what benefits. Immediate acceptance, categorical refusal, or uncoordinated implementation all fail to optimize the client's outcomes.

88. D — Prepare verification documentation, demonstration of functional requirements, and a plan for addressing any concerns. Sign-off meetings require comprehensive preparation — verification content, demonstration readiness, and remediation plans for concerns. Arriving unprepared, agreeable-only content, or skipping all fail the meeting's purpose.
89. C — Progress against schedule, issues, decisions required, and upcoming activities. Professional progress reports cover these operational elements the client needs to manage their side. Marketing, negative stakeholder content, or finance-only content don't serve status reporting.
90. A — Review the work, correct any deficiencies, and ensure qualified supervision going forward. Discovery of untrained work requires immediate review and correction, plus preventive action. Leaving work as-is creates future problems; concealment violates honesty; termination is disproportionate to the problem.
91. B — Use clear version numbers, effective dates, change descriptions, and controlled access to current versions. Professional document control requires versioning with change description and access control. No versioning loses history; overwriting eliminates traceability; timestamp-only reliance is fragile.
92. D — Establish shared schedules, coordinate cable pathways and terminations, and document the scope division. Low-voltage coordination requires shared schedules, coordinated work, and documented scope division. Avoidance, take-over, or uncoordinated proceeding all produce rework or conflict.
93. C — Handoff documentation review, operational overview, training summary, warranty information, and support contacts. Final handoff meetings cover these operational elements that enable ongoing client use. Equipment lists alone, invoice-only, or marketing-only content miss the handoff purpose.
94. A — Configure equipment in the staging area with appropriate verification before on-site installation. Pre-configuration with staging-area verification produces equipment ready for installation and reduces field commissioning time. On-site-only configuration extends commissioning; skipping configuration creates installation-day failures; default configurations without verification produce unreliable results.
95. A — Process all changes through the formal change control process regardless of size. Change control discipline applies to all changes — consistent process builds the project's integrity. Informal minor changes accumulate; ignoring change control defeats the discipline; post-closeout processing creates contractual issues.
96. B — Summary of work completed, commissioning results, handoff documentation references, warranty and support information, and open items. Project closeout reports comprehensively summarize project completion status and ongoing arrangements. Invoice-only, marketing, or integrator financials don't serve the client's closeout needs.

97. C — Maintain appropriate communication, provide proactive support information, and be responsive to questions or concerns. Post-project relationships require appropriate communication — proactive where valuable, responsive always. Billing-only, avoidance, or aggressive marketing all fail the professional relationship.
98. B — Manufacturer warranty terms, integrator workmanship warranty terms, process for claims, and limits and exclusions. Warranty reviews are comprehensive — separate manufacturer and integrator warranties, claim processes, and limitations. Skipping, generic claims, or verbal-only reviews don't establish the clear warranty framework the client needs.
99. B — Process the additional work through a formal scope addition or separate engagement with appropriate documentation. Post-commissioning additional work is new scope requiring formal treatment. Absorbing, refusing, or uncompensated completion all fail to serve the integrator's economic interests or document the additional work.
100. D — Final walkthrough with the client, formal acceptance, complete documentation package delivery, and transition to support phase. Complete project closeout includes formal acceptance, full documentation, and support transition — the comprehensive finale that enables the client's ongoing use. Invoicing and forgetting, forwarding to marketing, or skipping documentation all fail this critical final phase.