CTAL-TM_SYLL2012^Q&As

ISTQB Certified Tester Advanced Level - Test Manager [Syllabus 2012]

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QUESTION 1

You are a Test Manager working for a software organization where reviews have never been applied. After a meeting with your managers examining a business case for reviews, (including their costs, benefits, and potential issues), the

management finally decides to adopt formal reviews for future projects.

You have been given a budget that you have spent to provide training in the review process and to introduce the review process on a pilot project.

On that pilot project the introduction of reviews has been very positive in terms of positive involvement from all the participants. All the reviews applied to different documents have been very effective for their purposes (especially at revealing

defects).

Which of the following answers describes an important success factor for the introduction of formal reviews which is missing in this scenario?

A. Management support

B. Participant support

C. Definition and use of metrics to measure the ROI (Return On Investment)

D. Training in the review process

Correct Answer: C

QUESTION 2

You are the Test Manager on a project following an iterative life-cycle model. The project should consist of nine iterations of one month duration each. It is planned to develop the most important features to have a stable core of the application in the first three iterations and to add the additional features in the last six iterations.

At the beginning of the first iteration, only a draft version of the requirements specification document for the core features is available. Assume that during each of the first three iterations, the chosen features are fully completed and unit tested.

Which of the following statements is true in this context?

A. The system test phase should start when all the requirements are frozen

B. You should allocate a large effort for system testing during the first three iterations

C. You should allocate all the effort for the system test phase only in the last iteration

D. You should apply the same test strategy as used in a sequential life cycle model

Correct Answer: B

QUESTION 3

Which of the following statements about management of product quality risks in mature organizations with respect to the lifecycle, is true?

A. Mature organizations address product quality risks associated to non-functional characteristics only during the system test phase

B. Mature organizations are aware that the contribution of testing to analysis of product quality risks is very important. The analysis should occur throughout the entire lifecycle

C. Mature organizations don\\'t waste time identifying the sources of risks. They only focus on identifying product quality risks

D. Mature organizations are aware that risk management of product quality risks only occurs during testing

Correct Answer: B

QUESTION 4

Consider the following statements describing the importance of improving the test process:

I. Test process improvement is important because being focused only on the test process it can provide recommendations to improve the test process itself, but it can\\'t indicate or suggest improvement to areas of the development process

II. Test process improvement is important because it is much more effective than software process improvement to improve the quality of a software system

III. Test process improvement is important because several process improvement models (STEP, TPI Next, TMMi) have been developed over the years

IV.

 Test process improvement is important because every organization, regardless of the context, should always achieve the maximum level of maturity of testing described in the test improvement models such as TMMi Which of the following answers is correct?
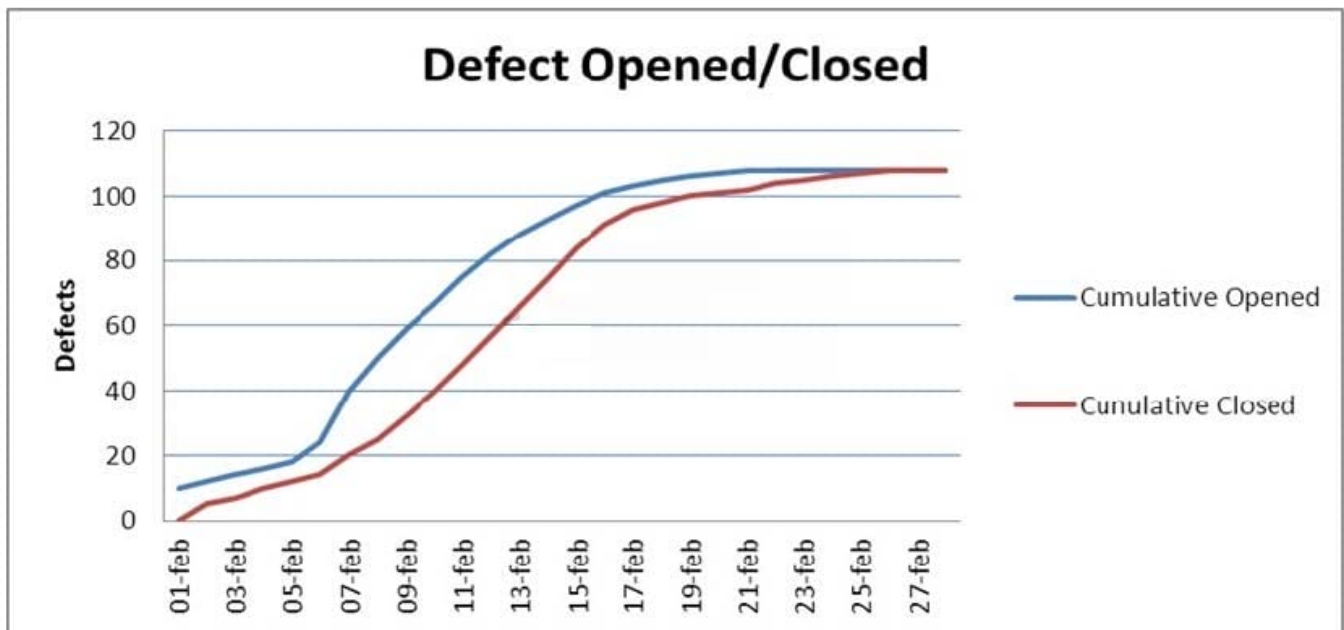
A.

I. and IV. are true; II. and III. are false

B.

I., II., III. and IV are false

C.

I., II. and III are true; IV. is false

D.

I., II. and III. are false; IV. is true

Correct Answer: B

QUESTION 5

The following chart plots the cumulative number of defects opened against the cumulative number of defects closed during system testing of a software product.

Which of the following statements is true?

A. The chart indicates that you have plenty of problems left to find

B. The chart can be used to reveal test progress problems

C. The chart seems to indicate that the defect management process is not working well

D. The chart seems to indicate that the defect management process is working well

Correct Answer: D

QUESTION 6

You are the Test Manager of a new project that will have three formal levels of testinG. unit, integration and system testing. The testing strategy you decide to adopt a blend of risk-based testing and reactive testing strategies. Which of the following answers describes the most consistent example of implementation of this test strategy during the execution of the system tests?

A. Your test team executes exploratory tests following a session-based test management approach throughout the system test phase

B. Your test team executes system tests under the guidance of a sample of users throughout the system test phase

C. Your test team executes scripted tests designed and implemented before the execution of the system test phase, to cover the identified product risks. It also performs exploratory testing sessions throughout the system test phase

D. Your test team autonomously performs some exploratory testing sessions and, at the very end of the system testing phase, it also executes more system tests under the guidance of a sample of users

Correct Answer: C

QUESTION 7

Assume you have some data related to confirmation testing during system testing of a past project.

In that project 240 bug reports have been opened once, 80 were opened twice, 10 were opened three times and no bug reports have been opened more than three times.

You estimate that a bug report, which has failed its confirmation test, costs, on average, 3 person- hours.

Which of the following statements correctly describe the value of these confirmatory testing activities based on cost of quality?

A. 300 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of internal failure

B. 340 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of external failure

C. 340 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of internal failure

D. 300 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of detection

Correct Answer: A

QUESTION 8

For which of the following activities would the costs be classified as a cost of detection?

A. Writing test specifications according to the test design

B. Training developers to better understand the new features of the coding language they will use on the project

C. Re-running a test case, during the system testing phase, to verify that a fix eliminates a previously found defect

D. Fixing field failures

Correct Answer: A

QUESTION 9

You are estimating the effort for the integration testing activities of a new project. Consider the following factors, which

can affect that estimation:

I. Availability of re-usable test systems and documentation from previous, similar projects

II. Unexpected timing of components arrival

III. Stability of the integration test team (no turnover)

IV.

 Many and geographically distributed sub-teams Which of the following statements is true?

A.

I. and II. can negatively affect the estimation

III. and IV. usually favor the accuracy of the estimation effort

B.

II. and III. can negatively affect the estimation and IV. usually favor the accuracy of the estimation effort

C.

II. and IV. can negatively affect the estimation and III. usually favor the accuracy of the estimation effort

D.

III. and IV. can negatively affect the estimation and II. usually favor the accuracy of the estimation effort

Correct Answer: C

QUESTION 10

In the next two months some new features will be constantly added to new releases of a project you are working on as Test Manager.

You have identified as one of the main project risks, that the requirements specification will still be incomplete when your team starts the test design and implementation phase.

Some requirements will most likely be completed too late to allow a proper test preparation.

You and your test team have already worked on several similar past projects in the same organization.

Which one of the following options would you expect to be the most effective at mitigating this risk?

A. Don\\'t prepare any test and just run the regression test suite to check that the new features don\\'t introduce regression

B. Make reasonable assumptions about the missing details and design lightweight tests that can be easily updated during test execution

C. Don\\'t design any test until the test execution starts, then communicate that test execution is blocked due to

incomplete requirements

D. Even if there are only few details missing, escalate the risk to the project manager without preparing any tests

Correct Answer: B

QUESTION 11

You are the Test Manager of a new project aimed at developing a software system that must be certified at level B of the DO-178B standard. The project will follow a V-Model software development life cycle and it will have four formal levels

of testing: component, integration, system and acceptance testing.

You must produce the test plan documentation for this project by providing an adequate coordination across the four levels of testing in order to assure audit ability.

Which of the following answers would you expect to best describe how to organize the test plan?

A. Produce a single master test plan that covers in detail all four levels, describing the particular activities for all test levels

B. Produce a master test plan that covers three levels (component, integration, system test) and a separate acceptance test plan

C. Produce a master test plan describing the relationship between the four levels, and four separate detailed level test plans, one for each level

D. Produce four separate detailed level test plans, one for each level, without a master test plan

Correct Answer: C

QUESTION 12

You are performing a quality risk analysis for a CSCI (Computer Software Configuration Item) used to implement a CBIT (Continuous Built-In Test) module of a safety-critical system.

During the quality risk analysis you are trying to identify the ways in which failures of the CBIT module can occur, for each of them trying to determine the potential causes and likely effects, and the risk level (calculated as the product of three

factors: severity, occurrence and detection).

Which of the following risk analysis techniques are you working with?

A. A lightweight product risk analysis technique

B. Failure Mode and Effect Analysis

C. Wide Band Delphi

D. Cost of Exposure

Correct Answer: B

QUESTION 13

Assume that you are the Test Manager for a small banking application development project.

You have decided to adopt a risk-based testing strategy and 5 product risks (R1, R2, R3, R4, and R5) have been identified during the quality risk analysis.

The following table shows the risk level associated to these product risks (higher numbers mean higher risk):

Product risk	Risk level
R1	12
R2	25
R3	4
R4	20
R5	25

55 test cases have been designed and implemented to cover all these 5 product risks. The coverage is described in a traceability matrix.

This is the test execution status table, after the after the first week of test execution:

About 56% of the planned test cases have been successfully executed.

Assume that no additional product risks have been identified during the first week of test execution.

Product risk	Test cases				Defects	
	Planned	Run	Passed	Failed	Found	Fixed
R1	25	13	12	1	1	0
R2	12	7	6	1	1	0
R3	8	8	8	0	0	0
R4	5	2	2	0	0	0
R5	5	4	3	1	1	0

Which of the following answers would you expect to best describe the residual risks associated with the identified product risks, at the end of the first week of test execution?

A. Since R3 is the only risk for which all test cases have passed, the risk has been reduced by 20%

B. The test execution status table indicates that the risk has been reduced by 56%

C. The residual risk level can\\'t be determined, because it requires that all the test cases have been executed

D. The test execution table doesn\\'t give an indication of the risk level of the open defects and the test cases that failed

or are not run yet

Correct Answer: D

QUESTION 14

During the system testing phase a tester from your test team observes a failure in the system under test and he/she decides to create an incident report. The incident report is currently in a "new" state, indicating it needs to be investigated. Which THREE of the following information items can\\'t yet be present in the incident report?

A. The type of defect that caused the failure

B. The actual and the expected result highlighting the failure

C. The lifecycle phase in which the defect has been introduced

D. What really caused the failure (actual cause)

E. Steps to reproduce the failure, including screenshots, database dumps and logs where applicable

Correct Answer: ACD

QUESTION 15

Your test team consists of four members (Mary, Bob, Mark, Dave) with different interpersonal skills.

The following skills assessment spreadsheet shows the characteristics of the team members with respect to a list of interpersonal-skills (for each characteristic only the member with the highest level of that characteristic is indicated and marked with `X\\'):

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Interpersonal Skill	Mary	Bob	Mark	Dave
Individualistic		X		
Unorthodox		X		
Brilliant, creative, strong intellectual power		X		
Disciplined, dutiful	X			
Hard Working	X			
Communicative	X			
Polite	X			
Collaborative	X			
Dynamic				X
Open-minded				X
Result-oriented				X
Fights idleness and inefficiency, exerts pressure				X
Single-minded			X	
Self-starting			X	
Dedicated and uncommunicative			X	

On the next project a member of your test team will have to perform some routine tasks requiring collaboration with other teams. Who in your test team would you expect to be most suitable at doing these tasks?

A. Mary

B. Bob

C. Mark

D. Dave

Correct Answer: A

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