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ISTQB-BCS Certified Tester Advanced Level- Test Manager (2012)

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QUESTION 1

The following are the exit criteria described in the test plan of a software product:

EX1. The test suite for the product must ensure that at least each quality risk item is covered by at least

one test case (a quality risk item can be covered by more test cases).

EX2. All test cases in the test suite must be run during the execution phase.

EX3. Defects are classified into two categories: "C" (critical defect) and "NC" (non-critical defect). No

known C defects shall exist in the product at the end of the test execution phase.

Which of the following information is useless when the specified exit criteria are evaluated?

A. A traceability matrix showing the relationships between the product risk items and the test cases.

B. A list of all the open defects with the associated classification information extracted from the defect tracking system.

C. A chart, showing the trend in the lag time from defect reporting to resolution, extracted from the defect tracking system.

D. The execution status of all the test cases extracted from the test management tool.

Correct Answer: C

QUESTION 2

You are following a risk-based testing strategy. The test execution time is very limited. Assume that all the product risk items require more or less the same level of test effort.

Product Risk Item	Likelihood	Impact
The system does not accept transactions coming from the IVR channel	1	5
The system does not correctly charge a Smart Card with the required contents	2	5
The system does not activate a pre-activated Smart Card	3	5
The system does not pre-activate a Smart Card	5	3

Which of the following answers describes the best execution schedule in this scenario?

A. 1- Test the acceptance of transactions coming from the IVR channel 2- Test the correct charge of the Smart Card with the required contents 3- Test the correct pre-activation of the Smart Card 4- Test the correct activation of the Smart Card

B. 1- Test the correct pre-activation of the Smart Card 2- Test the correct charge of the Smart Card with the required contents 3- Test the correct activation of the Smart Card 4- Test the acceptance of transactions coming from the IVR channel

C. 1- Test the correct activation of the Smart Card 2- Test the correct pre-activation of the Smart Card 3- Test the correct charge of the Smart Card with the required contents 4- Test the acceptance of transactions coming from the IVR channel

D. 1- Test the correct pre-activation of the Smart Card 2- Test the correct activation of the Smart Card 3- Test the correct charge of the Smart Card with the required contents 4- Test the acceptance of transactions coming from the IVR channel

Correct Answer: D

QUESTION 3

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 4

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 5

You are the Test Manager of a project that adopts a V-model with four formal levels of testing: unit, integration, system and acceptance testing.

On this project reviews have been conducted for each development phase prior to testing, which is to say that reviews of requirements, functional specification, high-level design, low-level design and code have been performed prior to testing.

Assume that no requirements defects have been reported after the release of the product.

Which TWO of the following metrics do you need in order to evaluate the requirements reviews in terms of phase containment effectiveness? (Choose two.)

A. Number of defects found during the requirements review.

B. Total number of defects attributable to requirements found during unit, integration, system and acceptance testing.

C. Total number of defects found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing.

D. Time to conduct the requirements review.

E. Total number of defects attributable to requirements, found during functional specification review, high-level design review, low-level design review, code review, unit testing, integration testing, system testing and acceptance testing.

Correct Answer: AE

QUESTION 6

Consider an information system of a Pay-Tv company based on a SOA architecture. The integrated system currently consists of three core systems:

a CRM (Customer Relationship Management) system a BRM (Billing and Revenue Management) system a CAS (Conditional Access System) system

All of them communicating with SOA Middleware.

You have been asked to manage the testing activities for the integration of two additional off-the-shelf systems from two different vendors: a SMS (Short Message Service) server and an IVR (Interactive Voice Response) system.

Assume that there is a high likelihood that the two off-the-shelf systems will be low-quality and that you have a clear proof that the testing performed by the two vendors on their systems has been unsystematic and unprofessional. This obviously leads to higher quality risk for the overall integrated system.

You are the Test Manager of this project. Your main goal is to plan for testing activities to mitigate this risk.

Which of the following answers best describes the test activities (assuming it is possible to perform all of them) you should plan for?

A. You should plan for an informal and minimal acceptance test of the two off-the-shelf systems and then a single end-to-end test of the overall integrated system.

B. You should directly plan for a single end-to-end test focused on end-to-end tests of the overall integrated system without an acceptance test of the two off-the-shelf systems.

C. You should plan for two levels: a system integration test and an end-to-end test of the overall integrated system.

D. You should plan for adequate re-testing of both the systems followed by a system integration test and an end-to-end test of the overall integrated system.

Correct Answer: D

QUESTION 7

The following are the requirements identified as "critical":

REQ-SEL-001. The user shall be able to combine all the three products with all the four durations to define an item to purchase. REQ-SEL-002. The user shall be able to add a maximum of six different items to the shopping cart. REQ-PUR-001. The user shall be able to purchase all the items in the shopping cart using a credit voucher. REQ-PUR-002. The user shall be able to purchase all the items in the shopping cart using the available credit already charged on the smartcard. REQ-PUR-003. The user shall be able to purchase all the items in the shopping cart using all the accepted credit cards (Visa, MasterCard and Great Wall Card). REGLOGO-001. The user shall be able to logout (by clicking the logout button) from both the "select" and "purchase" pages going back to the "browse" page (anonymous navigation).

Moreover, the following quality risk item has been identified as "critical":

QR-P1. The web customer portal might not be able to provide the expected response time (less than 10 sec) for the purchase transactions under a load of up-to 1000 concurrent users.

Test analysis for system testing has just begun and the following test conditions have been identified:

TC-SEL-01. Test the combinations of products and durations to define an item to purchase TC-SEL-02. Test the maximum number of items, which can be added to the shopping cart TC-PUR-01. Test the purchase of an item TC-PUR-02. Test the purchase of an item with the credit charged on the smartcard

What is the MINIMUM number of test conditions that must be added to fulfill both the EXCR1 and EXCR2 exit criteria?

A. 1

B. 2

C. 3

D. 4

Correct Answer: C

QUESTION 8

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

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

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 9

Which of the following is an example of the test closure activity indicated as "lessons learned"?

A. Archive all the test results of the acceptance testing phase.

B. Deliver a list of the open defects of a software product released into production to the service desk team.

C. Participate in a meeting at the end of a project aimed at better managing the events and problems of future projects.

D. Deliver an automated regression test suite, used during the system test phase of a software product released into production, to the team responsible for maintenance testing.

Correct Answer: C

QUESTION 10

Consider the following list of statements about audits and management reviews:

I. Audits are usually more effective than management reviews at finding defects.

II. Audits and management reviews have the same main goals, the only difference is related to the roles and level of formality.

III. A typical outcome of an audit includes observations and recommendations, corrective actions and a pass/fail assessment.

IV. An audit is not the appropriate mechanism to use at the code review in order to detect defects prior to dynamic testing.

Which of the following statements is true?

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

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

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

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

Correct Answer: C

QUESTION 11

Which of the following statements about the STEP test process improvement model is true?

A. In the STEP model, tests validate the requirements and use cases when they are developed.

B. The STEP model stresses defect detection and demonstration of capability, whereas the defect prevention is a secondary potential goal of testing.

C. The STEP model assures that the system requirements specification and the test design specification processes don\\'t overlap.

D. In the STEP model, testware design occurs after coding.

Correct Answer: A

QUESTION 12

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 13

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 14

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 15

Which of the following would you expect to be most likely an example of a motivating factor for testers?

A. The resources allocated for the testing activities are not sufficient and don\\'t allow the testers to contribute to the quality of the product.

B. The testers contribution to the quality of the software products developed from an organization is recognized with increased responsibilities.

C. The same regressions tests are executed manually by the same testers, for every product release, without any progression in content.

D. The testers are asked to perform, in parallel with their testing tasks, other tasks unrelated to their testing responsibilities.

Correct Answer: B

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