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

ISTQB TM12

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QUESTION NO: 1

Improving the Testing Process

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

Number of correct responses: 1

K2 1 credit

A. In TMMi all the process areas at lower levels must be 75% complete by achieving specific and generic goals in order to claim the higher level

B. TMMi provides an approach for test process improvement such as the IDEAL (Initiating, Diagnosing, Establishing, Acting and Learning) model

C. TMMi has a staged architecture for process improvement with seven maturity levels

D. At TMMi level 1 testing is chaotic without a defined process, and it is often seen as the same as debugging

ANSWER: D

Explanation:

“At TMMi level 1 testing is chaotic without a defined process, and it is often seen as the same as debugging” is correct because level 1 is the Initial maturity level in the Test Maturity Model integration framework. At this level, there are no defined or institutionalized test-process areas. Test activities tend to be performed reactively and inconsistently, with their success depending heavily on individual competence and effort rather than on repeatable organizational practices. Testing may be poorly distinguished from debugging: defects are found and corrected as issues arise, rather than being addressed through a planned, independently managed test process with defined objectives, techniques, measures, and improvement controls.

This characterization is important in test process improvement because it establishes the baseline from which an organization develops managed test practices at subsequent maturity levels. The TMMi Foundation’s framework describes level 1 as an environment in which test practices are generally ad hoc and immature, and it identifies the establishment of repeatable, managed testing as the next improvement step. The same maturity-model context is reflected in the advanced test-management syllabus. See the TMMi Framework and the ISTQB Advanced Level Test Management certification page.

QUESTION NO: 2

People Skills – Team Composition

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

Number of correct responses: 2

K21 credit

A. The management asks the testers to be kept informed about the intensity, quality and results of testing

B. The testers’ recommendations to improve the system or its testability are adopted by the development team

C. The same regressions tests are manually executed by the same testers, for every product release, without regression test tools

D. The testers are assessed on whether and how often they detect important and critical failures

E. Test quality is measured by counting the number of customer/user reported problems.

ANSWER: C E

Explanation:

The same regressions tests are manually executed by the same testers, for every product release, without regression test tools is a strong example of a demotivating condition. Repetitive work without variation, improvement opportunities, or suitable automation can leave skilled testers feeling that their expertise is underused. A test manager should seek to reduce this burden through appropriate regression-test automation, rotation of responsibilities, and opportunities to improve test assets and processes.

Test quality is measured by counting the number of customer/user reported problems can also be demotivating because it makes the team's perceived performance depend heavily on outcomes that occur after release and may not be wholly within the testers' control. Customer-reported problems are useful information for assessing product quality, residual risk, and opportunities for process improvement. However, using this count as the principal measure of tester or test-team quality can result in blame rather than constructive learning. Effective test management uses balanced measures, recognises the team's contribution, and treats escaped defects as input to root-cause analysis and continual improvement. These principles align with the people-skills and motivation emphasis in advanced test management. See the ISTQB Advanced Level Test Management certification information and the BCS software testing certification overview.

QUESTION NO: 3

Test Management

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?

Number of correct responses: 1

K2 1 credit

A. I. and II. can negatively affect the estimationIII. and IV. usually favor the accuracy of the estimation effort

B. II. and III. can negatively affect the estimation

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

D. II. and IV. can negatively affect the estimation

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

F. III. and IV. can negatively affect the estimation

G. and II. usually favor the accuracy of the estimation effort

ANSWER: D

Explanation:

II. and IV. can negatively affect the estimation is correct because integration-test estimates depend heavily on the predictability of component availability and on effective coordination between all parties contributing to the integrated system. Unexpected component arrival dates introduce schedule uncertainty: planned integration sequences, test environments, stubs or drivers, and tester allocation may need to be changed as dependencies become available later or in a different order than assumed. This uncertainty can increase both the required effort and the contingency that should be included in the estimate.

Many geographically distributed sub-teams also increase estimation risk for integration testing. Coordination of interfaces, builds, environments, defect investigation, configuration status, and test-data availability requires additional communication and synchronization effort. Differences in time zones and local development schedules can delay clarification and retesting,

making the amount of effort less predictable. Test-management estimation should therefore account for project risks, dependencies, technical integration complexity, and organizational communication overhead, rather than considering only the number of test cases. These considerations align with the Test Manager syllabus coverage of estimating test effort and managing testing risks; see the ISTQB Advanced Level Test Management certification information and the BCS ISTQB certification information.

QUESTION NO: 4

You are preparing the system test plan for a new release of a banking application.

Which TWO of the following would you expect to be appropriate entry criteria for starting system test execution? (Choose two.)

A. The system test environment is available and has been verified as suitable for testing.

B. The system under test has been delivered under configuration management with an identified build.

C. All defects found during component and integration testing have been closed.

D. All planned system test cases have already achieved a pass result.

E. The product has been released into the production environment.

ANSWER: A B

Explanation:

The system test environment is available and has been verified as suitable for testing and **the system under test has been delivered under configuration management with an identified build** are appropriate entry criteria. Test execution requires a sufficiently stable and controlled test object, together with an environment that can support meaningful and repeatable test execution.

Entry criteria define the conditions that should be fulfilled before an activity begins. They help prevent wasted testing effort caused by attempting to execute tests against an unknown build or an unavailable or unsuitable environment. While some defects may remain open when system testing starts, a complete absence of all defects is neither realistic nor normally required. Similarly, test execution should not be delayed until every possible test case has passed, because execution results are needed to determine whether test cases pass or fail.

Further terminology is available from the ISTQB Glossary.

QUESTION NO: 5

You are estimating the effort for a system testing phase for a product similar to one tested by your organization last year.

Which TWO of the following would you expect to provide the most useful basis for an estimation using an analogous estimation approach? (Choose two.)

A. The actual test effort recorded for the previous comparable product.

B. Documented differences between the previous product and the new product.

C. The budget that has already been allocated to the new project.

D. The number of open defects in an unrelated maintenance product.

E. The total number of developers assigned to the new project.

ANSWER: A B

Explanation:

The actual test effort recorded for the previous comparable product and **documented differences between the previous product and the new product** are the most useful inputs for analogous estimation. Analogous estimation uses information from similar completed work as a starting point, then adjusts that information to account for relevant differences in scope, complexity, technology, risks, interfaces, team capability, and test environment.

A planned project budget is not evidence of the effort required; it may itself have been derived from an uncertain estimate. Likewise, the number of defects currently open in an unrelated maintenance product does not provide a reliable comparison with the new product's planned system-test scope. The number of developers is also not, by itself, a sound basis for estimating system-test effort.

The ISTQB Glossary defines test estimation as forecasting the effort required to test a work product or product.

QUESTION NO: 6

An organization is introducing a test process improvement programme after an assessment identified weak test monitoring and control.

Which THREE of the following activities would you expect to be appropriate when establishing the improvement programme? (Choose three.)

A. Define measurable improvement objectives.

B. Prioritize improvement actions according to organizational needs and risks.

C. Obtain management commitment for the required resources and changes.

D. Implement every practice in the chosen maturity model without adapting it to the organizational context.

E. Delay all improvement work until every current project has been completed.

ANSWER: A B C

Explanation:

Define measurable improvement objectives, **prioritize improvement actions according to organizational needs and risks**, and **obtain management commitment for the required resources and changes** are appropriate activities. Improvement needs clear objectives so that progress and value can be evaluated. The organization should select actions that address the most important weaknesses rather than attempting to improve every area simultaneously. Management support is also necessary because process changes may require time, training, tools, policy changes, and cross-project coordination.

Applying every practice from a maturity model without considering the organization’s context is not an effective improvement approach. Process models provide structured guidance, but the selected improvements must be adapted to business objectives, risks, current capability, and available resources. Similarly, waiting until all projects have finished would unnecessarily delay improvement and prevent the organization from learning through pilot initiatives.

Further information is available from the TMMi model overview.

QUESTION NO: 7

Test Management

You are the Test Manager of a new project that will have three formallevels 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 thistest strategy during the execution of the system tests?

Number of correct responses: 1

K21 credit

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 sampleof users

ANSWER: C

Explanation:

“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” is the most consistent implementation because it explicitly combines the defining elements of both stated strategies. Risk-based testing begins by identifying and assessing product risks, then uses those results to prioritize, select, and design testing. Executing predesigned scripted tests that provide coverage of the identified product risks demonstrates this planned, risk-driven component at the system-test level.

The continuing exploratory sessions provide the reactive component. Exploratory testing involves learning, test design, and test execution occurring together, enabling the team to respond to information revealed while testing, such as unexpected behaviour, newly understood workflows, emerging risk areas, and results from prior tests. Performing those sessions throughout the system-test phase means that reactive testing is integrated with, rather than substituted for, the planned risk-based coverage. This blend gives confidence that the highest assessed risks receive deliberate coverage while preserving the ability to investigate and adapt as the actual system behaviour becomes known. ISTQB describes risk-based testing and exploratory testing concepts in its Advanced Level Test Management certification materials and defines exploratory testing in the ISTQB Glossary.

QUESTION NO: 8

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? (Choose three.)

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

ANSWER: A C D

Explanation:

An incident report in the “new” state records an observed event requiring investigation. At this point, the tester can document directly observable, reproducible evidence: the expected and actual results, the steps performed, and relevant attachments such as screenshots, logs, or database dumps. These details support triage and enable others to reproduce and investigate the reported failure.

In contrast, *The type of defect that caused the failure*, *The lifecycle phase in which the defect has been introduced*, and *What really caused the failure (actual cause)* are investigation findings, not information that can reliably be known merely from observing the failure. Determining them normally requires analysis of the implementation, requirements, configuration, test environment, change history, and possibly root-cause analysis. An observed failure does not itself establish either the underlying defect, its classification, or when it was introduced into the lifecycle. These fields may be completed later as the incident progresses through investigation and resolution.

This distinction follows ISTQB incident-management practice: report observable facts initially and capture causal analysis only once it has been established. See the ISTQB glossary definition of failure and ISTQB's Advanced Level Test Management certification information.

QUESTION NO: 9

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.

ANSWER: B

Explanation:

The testers contribution to the quality of the software products developed from an organization is recognized with increased responsibilities. This is a motivating factor because it gives testers meaningful recognition for the value of their work and demonstrates trust in their professional capability. Test management includes leading and developing the test team, and effective leadership encourages sustained engagement by recognising achievement, providing opportunities for growth, and assigning responsibilities that match an individual's developing competence. Increased responsibility can provide a clearer sense of ownership and influence over quality-related outcomes, rather than treating testing as a purely repetitive or peripheral activity. It also supports career development: a tester who sees that good work leads to broader responsibility is more likely to perceive a future within the organisation and remain committed to its quality objectives. In the Advanced Level Test Manager context, motivation is an important people-management concern because the test manager must create conditions in which team members can perform effectively and contribute their expertise. Recognition linked to greater responsibility is therefore a practical example of positive reinforcement and professional development. The current Advanced Level Test Manager certification overview is available from ISTQB; broader guidance on people and team management is also provided by the BCS qualifications framework.

QUESTION NO: 10

Test Management

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

Number of correct responses: 1

K2 1 credit

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

ANSWER: A

Explanation:

Writing test specifications according to the test design is a cost of detection because it is an appraisal activity undertaken to find defects before the product reaches users. In the quality-cost model used in test management, detection costs cover

work performed to evaluate the product or its work products and reveal defects. This includes preparing the test basis for execution, such as specifying test cases, test procedures, expected results, and supporting test data where applicable. The activity consumes project effort specifically to enable systematic defect detection, even if no defect is ultimately found.

Test specifications translate the chosen test design techniques into executable, repeatable tests. Their preparation supports evaluation of the system against requirements and other test bases, allowing deviations to be identified during planned testing rather than after release. Consequently, the associated effort is classified with detection/appraisal costs, which are intentionally incurred to assess quality. The ISTQB Advanced Test Management material discusses quality costs, including prevention, detection, internal-failure, and external-failure costs, and uses this classification to support economically effective test management. See the ISTQB Advanced Level Test Manager certification page and the ISTQB Certified Tester syllabus resources for the related quality-management and test-process context.

QUESTION NO: 11

Test Tools and Automation

Assume you are the Test Manager in charge of independent testing for avionics applications.

You are in charge of testing for a project to implement three different CSCI (Computer Software Configuration Item):

- a BOOT-X CSCI that must be certified at level B of the DO-178B standard

- a DIAG-X CSCI that must be certified at level C of the DO-178B standard

- a DRIV-X CSCI that must be certified at level A of the DO-178B standard

These are three different software modules written in C language to run on a specific hardware platform.

You have been asked to select a single code coverage tool to perform the mandatory code coverage measurements, in order to meet the structural coverage criteria prescribed by the DO-178B standard. This tool must be qualified as a verification tool under DO-178B.

Since there are significant budget constraints to purchase this tool, you are evaluating an open-source tool that is able to provide different types of code coverage. This tool meets perfectly your technical needs in terms of the programming language and the specific hardware platform (it supports also the specific C-compiler).

The source code of the tool is available.

Your team could easily customize the tool to meet the project needs. This tool is not qualified as a verification tool under the DO-178B.

Which of the following are the three main concerns related to that open-source tool selection?

Number of correct responses: 3

K4 3 credits (2 credits out of 3 credits correct, 1 credit point)

A. Does the tool support all the types of code coverage required from the three levels A, B, C of the DO-178B standard?

B. Does the tool have a good general usability?

C. What are the costs to qualify the tool as a verification tool under the DO-178B?

D. Is the installation procedure of the tool easy?

E. Does the tool require a system with more than 4GB of RAM memory?

F. Is the licensing scheme of the tool compatible with the confidentiality needs of the avionics company?

ANSWER: A C F

Explanation:

The selected tool must support every structural-coverage analysis needed across the software items, because the applicable objective depends on the software level. In particular, the highest criticality software requires modified condition/decision

coverage, while the other items require decision or statement coverage as applicable. A single coverage tool is suitable only if its capabilities demonstrably cover this complete set of required measurements on the target compiler and hardware environment. The FAA describes structural coverage analysis as a verification activity used to establish that testing has exercised the software structure to the required extent; see FAA Order 8110.49A.

Qualification cost is also a principal concern. Since the tool's coverage results are intended to satisfy certification evidence and the tool is not already qualified, the project must plan, produce, review, and maintain the necessary qualification evidence. Customizing the available source can further increase this effort, because the specific configured or modified version needs controlled evidence demonstrating appropriate behaviour for its intended use. Current RTCA tool-qualification guidance is identified by RTCA as DO-330, which complements the tool-qualification concepts used with DO-178B.

Finally, the licensing scheme must be compatible with confidentiality requirements. Open-source licences may impose conditions on distribution, disclosure of modifications, or provision of corresponding source. The organization must ensure that use, customization, delivery, and any sharing of tool changes do not conflict with protection of proprietary avionics software, project artefacts, or customer obligations.

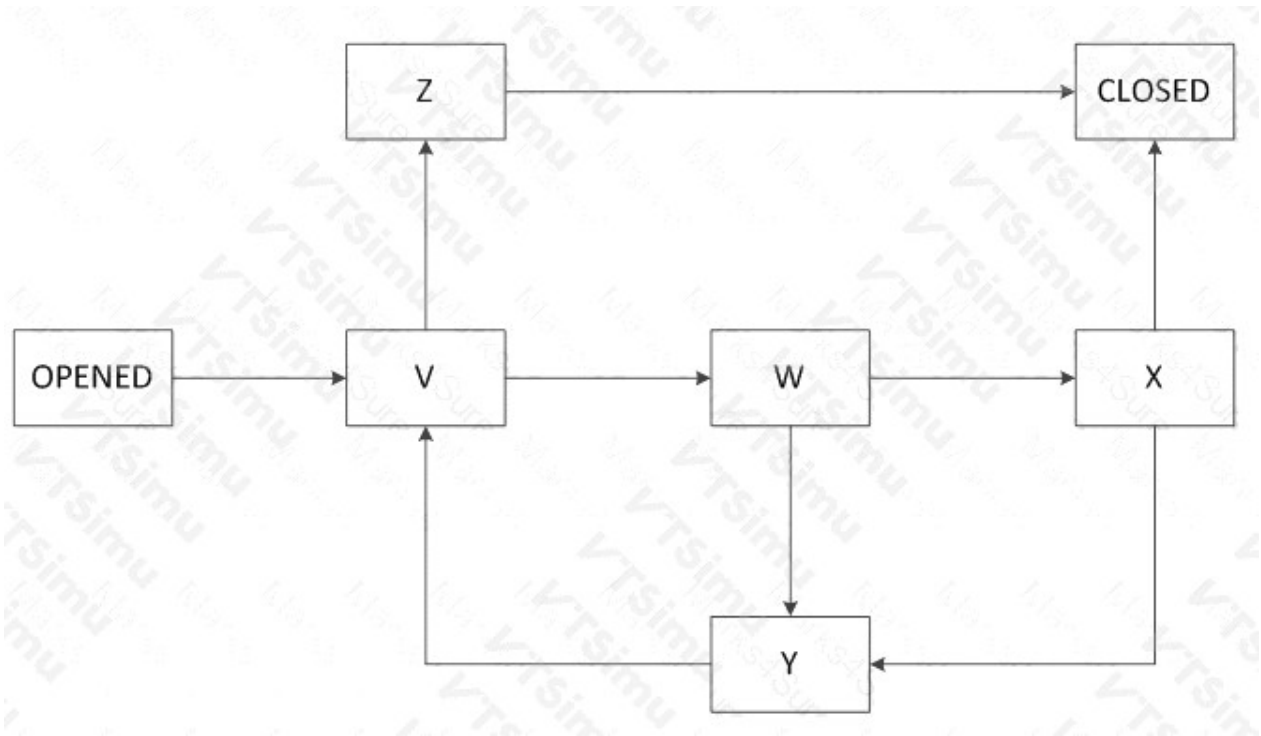
QUESTION NO: 12

Defect Management

Assume you are working on a defect management process to be used by a software organization to track the current status of the defects reports for several projects.

When a defect is found for investigation a defect report is created in "Opened" state that is the unique initial state. The defect report status has also a unique finale state that is the "Closed" state.

The following state transition diagram describes the states of this defect management process:



where only the initial ("Opened") and final ("Closed") states are indicated while the remaining states (V, W, X, Y, Z) have yet to be named.

Which of the following assignments would you expect to best complete the defect management process?

Number of correct responses: 1

K3 2 credits

A. V=Rejected , W=Corrected , X=Validated, Y=Re-Opened, Z=Assigned

B. V=Assigned, W=Validated , X=Corrected, Y=Re-Opened, Z=Rejected

C. V=Assigned, W=Corrected , X=Validated, Y=Re-Opened, Z=Rejected

D. V= Corrected, W=Assigned, X=Validated, Y=Corrected, Z=Rejected

ANSWER: C

Explanation:

The assignment **V=Assigned, W=Corrected, X=Validated, Y=Re-Opened, Z=Rejected** gives the diagram a coherent, practical defect lifecycle. A newly opened report is first assigned to an appropriate person or team for investigation and resolution. Once a fault has been addressed, it can be marked corrected. The correction must then be checked through confirmation testing, which is represented by validated. Following successful validation, the report can reach the unique final closed state. Where validation shows that the issue persists or the correction is inadequate, the report can move to re-opened and re-enter the resolution flow. Rejected is also an appropriate non-resolution outcome for a report that is determined not to be a defect, is a duplicate, or cannot be reproduced; it can subsequently be closed in accordance with the depicted process. This ordering distinguishes implementation of a fix from independent confirmation that the fix works, which is essential to controlled defect management. The Advanced Test Manager syllabus includes defect management among the test-management responsibilities, while ISTQB's glossary defines the standard testing terminology used for states such as corrected, validated, and closed. See the ISTQB Advanced Level Test Management certification page and the ISTQB Glossary.

QUESTION NO: 13

Test Management

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

Number of correct responses: 1

K21 credit

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 verifythat a fix eliminates a previously found defect

D. Fixing field failures

ANSWER: A

Explanation:

Writing test specifications according to the test design is a cost of detection because it is part of the quality-related effort undertaken to enable defects to be found before release. In the cost-of-quality model used in test management, detection costs (also commonly called appraisal costs) cover activities that assess the product or its work products to reveal defects and provide information about quality. Test specification transforms the selected test conditions and test design into detailed, executable test cases, test data, and associated procedures. This work is therefore a necessary investment in the capability to detect failures and defects during subsequent testing.

Classifying this activity as a detection cost helps a Test Manager understand the economics of testing: spending appropriately on well-designed, specified tests increases the likelihood that defects will be identified within the project, where they can be addressed before reaching users. Cost-of-quality reporting can use this classification to support decisions about the balance between preventive work, defect-detection work, and the costs arising when defects escape into use. The ISTQB Advanced Test Management syllabus covers the Test Manager's responsibility for planning, monitoring, and controlling test activities, including the efficient use of testing resources. See the ISTQB Test Manager certification page and the ISTQB Advanced Level certification overview.

QUESTION NO: 14

You are managing the system testing for a SOA based system. The integrated system consists of several subsystems:

- a SOA middleware

- a CRM (Customer Relationship Management) system - a BRM (Billing and Revenue Management) system - a SMS (Subscriber Management System) system and you performed a risk analysis based on these subsystems.

At the end of the scheduled period for test execution you produce a first classical report based on the traditional metrics of testing. Test pass/fail status and bug status (open/resolved) That table provides you a distorted picture of the quality risk, because there is no indication of the risk level of the failed tests, the tests not run, or the open bugs. Thus, you produce the following table to solve this distortion issue:

	Test risk scores				Bug risk scores		
	Total	Pass	Failed	Not Run	Total	Open	Resolved
SOA	80,60	75,60	1,20	3,80	11,70	0,80	10,90
CRM	50,10	18,80	3,20	28,10	14,90	0,70	14,20
BRM	19,20	18,20	0,20	0,80	2,00	0,10	1,90
SMS	19,80	17,10	0,50	2,20	2,10	0,20	1,90

In the table above, where you have introduced the concept of risk weighting, the highest risk test or bug report has a score of 1, while the lowest risk test or bug report has a score of 0.04.

Which of the following subsystems, based on the risk scores of the table, is most risky?

A. SOA

B. CRM

C. BRM

D. SMS

ANSWER: B

Explanation:

CRM is the most risky subsystem because the risk-weighted status values in the supplied table give it the greatest remaining risk exposure. The purpose of weighting is to ensure that test-management reporting reflects the business or technical significance of unresolved conditions, rather than merely counting failed tests, tests not run, or open defects. A small number of high-risk unresolved items can therefore represent more exposure than a larger number of low-risk items.

For each subsystem, the relevant outstanding test and defect status entries are assessed using their assigned risk scores and then aggregated. The subsystem with the highest resulting weighted total is the one requiring the greatest management attention and should be prioritised for mitigation, further testing, defect resolution, or an explicit release decision. The CRM total is highest in the table, so conventional unweighted pass/fail and open/resolved counts must not override that conclusion.

This approach follows risk-based testing principles: product risks guide the amount and priority of testing, while test reporting communicates residual risk to stakeholders. See the ISTQB Advanced Test Management syllabus material at ISTQB Advanced Level Test Management and the risk-based testing overview from ISTQB Certified Tester Foundation Level.

QUESTION NO: 15

You are preparing the final test report for a system test phase which has ended with some agreed residual product risks.

Which THREE of the following information items would you expect to be included in the final test report? (Choose three.)

A. A summary of test execution results.

B. An assessment of the extent to which exit criteria were met.

C. The outstanding defects and residual risks relevant to release.

D. A list ranking individual testers according to the number of defects they reported.

E. Only the names of the test tools used during the project.

ANSWER: A B C

Explanation:

A summary of test execution results, **an assessment of the extent to which exit criteria were met**, and **the outstanding defects and residual risks relevant to release** are appropriate contents of a final test report. These items provide stakeholders with evidence of the testing performed, the resulting quality status, and the risks that remain when the release decision is made.

A final test report should support management and other stakeholders in understanding the significance of the completed test activities and in making informed decisions. It should not conceal unresolved defects or residual risk. Detailed personal performance rankings for individual testers are not normally relevant to the release decision and can discourage open reporting of problems. The report is concerned with the product and test-process status, not with attributing blame to individuals.

See the ISTQB Glossary entry for test completion report.

QUESTION NO: 16

You are preparing a master test plan for a project with component, integration, system, and acceptance testing.

Which TWO of the following would you expect to be specified primarily in the master test plan? (Choose two.)

A. The relationships and dependencies between the test levels.

B. The common approach for risk management and test reporting.

C. The detailed steps for executing each component test case.

D. The individual input values for each acceptance test.

E. The operating-system configuration for one specific integration test environment.

ANSWER: A B

Explanation:

The master test plan defines the overall testing approach and coordinates the separate test levels. It should therefore describe the relationships, dependencies, and handovers between test levels, as well as common risk-management, reporting, and governance arrangements.

Detailed test data, individual test procedures, and the technical configuration of a particular test environment are normally defined in the relevant level test plans or supporting test documentation. This separation allows the master plan to provide overall coordination while retaining appropriate detail at each test level.