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TMMi - Test Maturity Model Integration Professional

iSQI TMMi-P_Syll2020

Version Demo

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Topic Break Down

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QUESTION NO: 1

In a TMMi assessment, one of the shortcomings stated was the lack of professional testers. “Test functions and accompanying test career paths to be defined” is an improvement action recommended by the assessors.

Which TMMi process area addresses specific goals and specific practices for defining test functions and establishing test career paths?

A. Test Training Program

B. Test Policy and Strategy

C. Test Organization

D. Test Planning

ANSWER: C

Explanation:

Test Organization is the applicable TMMi Level 3 process area because it establishes the organizational foundation required for professional, sustainable testing. Its purpose includes defining the test organization and the test functions needed within it, such as roles with clear responsibilities, required competencies, authority, and reporting relationships. Crucially, this process area includes the specific goal of establishing test functions and a test career path. This directly addresses an assessment finding that professional testers are lacking: the organization must make testing a recognizable professional discipline rather than rely solely on ad hoc or temporary test assignments.

Defining career paths supports the ability to recruit, develop, retain, and progress test professionals. It also provides a basis for identifying the skills expected at different testing roles and for connecting personnel development to the organization’s testing needs. Consequently, an improvement action calling for test functions and accompanying career paths maps directly to Test Organization, rather than merely to a project-level activity. The TMMi framework describes the Level 3 process areas and their goals, including Test Organization, in the official framework materials available from TMMi Foundation: TMMi Framework. Additional official assessment and model information is available from the TMMi Foundation.

QUESTION NO: 2

The evolutionary testing model of Gelperin and Hetzel has served as a foundation for historical level differentiation in the TMMi. The evolutionary testing model describes a number of test phases.

Which of the following phases of the evolutionary testing model is associated with Maturity Level 1 â€œInitialâ€ of the TMMi?

A. Debugging-oriented phase

B. Destruction-oriented phase

C. Evaluation-oriented phase

D. Demonstration-oriented phase

ANSWER: A

Explanation:

Debugging-oriented phase is associated with TMMi Maturity Level 1, Initial. In Gelperin and Hetzel’s evolutionary view, the earliest conception of testing is closely intertwined with debugging: test activity is primarily undertaken after failures are noticed, and its practical purpose is to help locate and correct defects. Testing has not yet developed into an independent, planned, or managed discipline.

This aligns directly with the characteristics of TMMi Level 1. At the Initial level, test practices are typically ad hoc and unstable, and their performance depends substantially on individual effort rather than an organizationally defined test process. There is no expectation that testing is consistently planned, monitored, measured, or separated from development

and defect correction. Consequently, the debugging-oriented phase accurately represents the immature, reactive test situation that TMMi uses as its Level 1 baseline.

The later evolutionary phases reflect progressively broader testing objectives and provide historical context for the increasing process maturity represented by higher TMMi levels. See the TMMi Framework and the Gelperin and Hetzel testing-model reference material.

QUESTION NO: 3

Which of the following specific goals would you be targeting during the implementation of the Test Policy and Strategy process area?

A. Perform a Product Risk Assessment

B. Establish Test Performance Indicators

C. Establish a Test Approach

D. Establish a Test Organization

E. Establish a Test Strategy

ANSWER: E

Explanation:

Establish a Test Strategy is a specific goal of the TMMi Test Policy and Strategy process area. This organizational process area ensures that testing is guided by an agreed, organization-wide direction rather than by isolated project decisions. Achieving this goal means defining how the organization will conduct testing in a way that supports the test policy, business objectives, relevant quality risks, and the types of development lifecycles used.

The resulting test strategy provides the overarching framework for selecting and applying test approaches across projects. It addresses matters such as the general testing methods to use, the balance of testing levels and test types, lifecycle considerations, and the high-level needs for test environments. It therefore creates a consistent basis from which project-level test planning can proceed. The TMMi model distinguishes this specific goal from the detailed practices used to implement it, including defining a test approach and defining test performance indicators. For the formal goal asked for here, the required target is establishment of the organization's test strategy.

See the TMMi Model for the model structure and the iSQI TMMi Professional certification page for the applicable certification context.

QUESTION NO: 4

Test Organization is an often misunderstood process area. Many read this as the TMMi requires an independent test group that does independent testing. As much as this is a possibility, there are also other organizational models that comply with the TMMi requirements.

Which of the following is a typical format that a test organization may take in an Agile context?

A. Test Centre of Excellence

B. SCRUM team

C. Test guild

D. Test Process Group

ANSWER: C

Explanation:

Test guild is a typical Agile-oriented format for a test organization. In Agile product development, testers and other quality-focused practitioners are commonly embedded in cross-functional delivery teams rather than separated into one centralized test department. A guild provides a lightweight, cross-team structure that connects those practitioners around a shared discipline, such as testing. It enables members to share practices, develop skills, align on tools and quality approaches, and maintain a coherent testing community while preserving the autonomy and rapid feedback cycles of individual Agile teams.

This aligns with the TMMi Test Organization process area, which does not prescribe one mandatory organizational structure. Instead, it requires that testing responsibilities, authority, resources, and coordination are established in a way appropriate to the organization. A test guild can fulfill these needs by creating a recognizable professional community and coordination mechanism across teams, without requiring an independent test group. This model is especially useful where several Scrum or Agile teams need common testing knowledge, coaching, and continuous improvement while retaining shared ownership of product quality.

For the TMMi model and its process-area perspective, see TMMi Model. The cross-functional, self-managing team context is described in the Scrum Guide.

QUESTION NO: 5

Advanced Reviews is a TMMi level 4 process area.

To which specific goal of the Advanced Reviews process area does the specific practice “Revise the product risks as appropriate” belong?

A. SG 1 Coordinate the Peer Review Approach with the Dynamic Test Approach

B. SG 2 Measure Product Quality Early in the Lifecycle by Means of Peer Reviews

C. SG 3 Adjust the Test Approach Based on Review Results Early in the Lifecycle

D. The specific practice “Revise the product risks as appropriate” is not related to a specific goal of the Advanced Reviews process area

ANSWER: A

Explanation:

“SG 1 Coordinate the Peer Review Approach with the Dynamic Test Approach” is correct because maintaining product-risk information is essential to coordinating static testing, through peer reviews, with dynamic testing. Advanced Reviews uses review planning and review results to provide earlier evidence about product quality and risk exposure. As peer reviews identify defects, areas of uncertainty, and characteristics of work products that may affect quality, the original product-risk assessment may need to be updated. Revising product risks ensures that both the peer-review effort and subsequent dynamic-test activities remain focused on the most important product risks. This practice is therefore part of the goal concerned with aligning the peer-review approach with the dynamic test approach, rather than merely recording review measurements or making later adjustments to testing. The TMMi framework treats risk-based coordination as a key Level 4 capability: review information is used proactively to keep testing decisions consistent with the current risk picture. The official TMMi Foundation provides the TMMi model and related materials at TMMi Foundation. Certification and syllabus information for the TMMi Professional scheme is available from iSQI TMMi Professional.

QUESTION NO: 6

Which generic practice addresses tailoring a managed process from the organizationâ€™s set of standard processes?

A. Monitor and control the process

B. Objectively evaluate adherence

C. Establish an organizational policy

D. Establish a defined process

ANSWER: D

Explanation:

Establish a defined process is the generic practice that addresses tailoring a managed process from the organization's set of standard processes. At Generic Goal 3, TMMi requires processes not merely to be planned and managed locally, but to be defined using organizational process assets. This means the project or organizational unit selects the applicable standard process, applies approved tailoring guidance, and documents the resulting defined process for its particular context. Tailoring is important because projects can differ in scope, lifecycle, risk, technology, regulatory constraints, and team structure; however, the tailored process remains aligned with the organization's common approach rather than being created independently. A defined process therefore provides both appropriate project-level flexibility and organizational consistency, allowing practices, measures, and improvement knowledge to be used consistently across projects. This wording corresponds directly to the Generic Practice associated with institutionalizing a defined process in the TMMi model. See the TMMi Model resources and the iSQI TMMi Professional certification page for the model and certification context.

QUESTION NO: 7

Which of the following statements is FALSE?

A. The focus of improvements in an Agile context is often not on cross-project learning and institutionalization of improvements but on continuous improvements locally.

B. Both in Agile and traditional environments, a centralized TMMi process improvement project should be set up to ensure proper implementation of improvement actions across the organization.

C. In an Agile context, there may be a single combined "test document" covering the essential elements of a test policy, test strategy and even high-level test plan. Test process improvers should not make "improvement" suggestions which call for more rigorous and thorough test documentation.

D. In an Agile context, the range and number of alternative improvement ideas to be considered may be significantly higher than compared to non-Agile life cycle models.

ANSWER: B

Explanation:

"Both in Agile and traditional environments, a centralized TMMi process improvement project should be set up to ensure proper implementation of improvement actions across the organization" is false because it treats a centralized, organization-wide improvement project as a universal requirement. TMMi improvement principles must be applied in a way that fits the organization's delivery model and culture. In an Agile setting, teams are commonly self-managing and use frequent feedback loops, such as retrospectives, to identify, prioritize, try, and evaluate improvements within their own context. Improvements can therefore be initiated and managed locally, then shared or scaled when there is demonstrated value.

A centralized initiative may still be appropriate in some organizations, particularly where broad governance, common services, or cross-team coordination is needed. However, it is not something that *should* always be established merely because the organization uses TMMi. Imposing a single centralized project on Agile teams can conflict with their autonomy and can slow the short feedback cycles that enable continuous improvement. The appropriate improvement structure should support the organization's objectives while preserving Agile teams' ability to adapt their testing practices effectively. See the TMMi model information and the Agile Manifesto principles.

QUESTION NO: 8

A test organization is trying to implement an improvement goal to develop a quantitative understanding of product quality, as part of the process area Product Quality Evaluation.

Which of the following specific practices needs to be addressed as part of process area 4.2 (Product Quality Evaluation) specific goal 1 Project Goals for Product Quality and their Priorities are Established?

A. Establish test process measures

B. Identify non-functional product risks

C. Identify product quality needs

D. Measure product quality quantitatively throughout the lifecycle

ANSWER: C

Explanation:

Identify product quality needs is the required practice because Product Quality Evaluation at TMMi maturity level 4 begins by determining which quality characteristics matter to the project and its stakeholders. Product quality needs provide the basis for defining meaningful, measurable project goals for product quality. They capture the intended quality focus of the product, such as the needed levels of reliability, performance efficiency, usability, security, maintainability, or other relevant characteristics. These needs must be understood in the project context, including stakeholder expectations, business objectives, intended use, and product risks.

Once quality needs are identified, the organization can establish explicit product-quality goals and assign priorities where quality objectives compete or require trade-offs. This makes subsequent quantitative evaluation purposeful: measures, analysis, and reporting can be selected because they provide evidence about the quality goals derived from the identified needs. The practice therefore supports the specific goal's emphasis on establishing both product-quality goals and their priorities, rather than merely collecting data. The TMMi framework describes Product Quality Evaluation as a maturity-level-4 process area focused on evaluating product quality quantitatively; its official model resources are available from TMMi Foundation — TMMi Model and the TMMi Foundation.

QUESTION NO: 9

What is the relevance of CMMI for test organizations?

A. CMMI is not relevant for a test organization, as CMMI only covers software development.

B. Organizations that implement CMMI should also use TMMi for their test processes, because CMMI does not cover testing.

C. CMMI adds value for organizations that implement TMMi because CMMI gives the organization the possibility to implement TMMi in a continuous way.

D. At CMMI maturity level 3, two specific process areas are defined for testing: Validation and Verification.

ANSWER: D

Explanation:

At CMMI maturity level 3, Verification and Validation are defined as dedicated process areas. This makes CMMI directly relevant to test organizations, because these process areas establish organizational practices for confirming that work products meet their specified requirements and that the resulting product fulfils its intended use in its operational environment. In CMMI for Development, Verification and Validation are part of the maturity-level-3 set of process areas, reflecting that an organization has established and tailors defined processes across projects. For a test organization, these areas provide an important process-improvement foundation for planning, performing, evaluating, and institutionalizing verification and validation activities. They also create a clear connection between the wider development-process focus of CMMI and the more test-specific maturity practices described by TMMi. Consequently, a test organization using TMMi can use CMMI's Verification and Validation process areas as complementary guidance within an organization-wide improvement programme. The Software Engineering Institute's CMMI for Development, Version 1.3 identifies these process areas at maturity level 3. The relationship between TMMi and broader process-improvement models is also addressed in the TMMi publications.

QUESTION NO: 10

Which of the following statements is FALSE?

A. TMMi practices are an expected component, and they can be achieved by an "alternative" practice in an Agile context.

B. TMMi refers to the fact that testing should be an integrated part of software development and not be treated as something that is totally separate. As such TMMi and Agile approaches can effectively work together.

C. Agile approaches and TMMi can not only co-exist, but when successfully integrated will bring substantial benefits.

D. When doing TMMi test process improvement in an Agile organization, an initial set of TMMi practices must be imposed on an organization and applied to prove compliance.

ANSWER: D

Explanation:

The statement “When doing TMMi test process improvement in an Agile organization, an initial set of TMMi practices of TMMi must be imposed on an organization and applied to be applied to prove compliance.” is false because TMMi is a process-improvement framework, not a prescriptive method that requires an Agile organization to adopt a fixed, externally imposed set of practices. TMMi defines goals and expected practices that support achievement of those goals, while recognizing that an organization may use alternative practices when they provide equivalent evidence that the intended goals are achieved. This is particularly important in Agile environments, where testing is integrated into iterative development and improvement activities need to fit the organization’s way of working. A TMMi assessment considers whether relevant process goals are implemented and institutionalized, supported by objective evidence; it does not require mechanical compliance with one mandatory implementation pattern. Accordingly, an Agile organization can tailor its improvement approach, retain Agile practices that are effective, and introduce additional controls or evidence where needed to satisfy the relevant TMMi goals. This enables disciplined, measurable test-process improvement while preserving the adaptive nature of Agile delivery. See the TMMi model overview and the iSQI TMMi Professional certification information.

QUESTION NO: 11

Which of the following statements is TRUE?

A. The involvement of one accredited TMMi lead assessor is a requirement for an informal assessment.

B. The involvement of two accredited TMMi lead assessors is a requirement for a formal assessment.

C. An informal assessment does not provide an assessment report.

D. Only a formal assessment can provide an assessment report with a valid maturity level rating.

ANSWER: D

Explanation:

Only a formal assessment can provide an assessment report with a valid maturity level rating. Under the TMMi assessment approach, a formal assessment is the appraisal type intended to determine and validate an organization’s achieved TMMi maturity level. It follows the defined assessment method, applies the required independence, evidence collection, validation, and rating procedures, and is performed under the authority of appropriately accredited assessment personnel. The resulting formal assessment report can therefore state a valid maturity-level rating that may be used as the organization’s official TMMi assessment outcome.

An assessment report is an important deliverable because it records the assessment scope, evidence-based findings, process-area results, strengths, improvement opportunities, and the maturity-level conclusion. The key point is the status of that conclusion: for a formal assessment, the rating is validated according to TMMi rules and is eligible for formal recognition. This supports a consistent and trustworthy basis for communicating organizational test-process maturity to stakeholders and for planning improvement activities. TMMi distinguishes this formal, rating-producing use from less-rigorous assessment activities. Further information on the model and its assessment ecosystem is available from the TMMi Framework and the TMMi Assessments pages.

QUESTION NO: 12

Consider the following specific goal “Project Goals for Product Quality and their Priorities are Established”.

To which of the following process areas does this specific goal belong?

A. Test Measurement

B. Product Quality Evaluation

C. Advanced Reviews.

D. Test Policy and Strategy

ANSWER: B

Explanation:

Product Quality Evaluation is the correct process area because it establishes an explicit, measurable view of the quality that a particular project's product must achieve. At TMMi maturity level 4, this area addresses the definition of project product-quality goals, including the prioritisation of those goals according to stakeholder, business, technical, and risk considerations. Establishing priorities is important because quality attributes and product risks may compete for limited time and resources; the project therefore needs an agreed basis for deciding what quality information and improvement actions matter most.

The specific goal quoted in the question is concerned with setting those product-quality targets and their relative importance, rather than merely collecting test metrics or defining organisation-wide policy. The goals provide a foundation for evaluating the product during the lifecycle, analysing quality status, and supporting fact-based decisions on whether the product is sufficiently ready for release. This placement is consistent with the TMMi model's level-4 emphasis on quantitatively managing and evaluating product quality. See the TMMi Model overview and iSQI's TMMi Professional certification information for the model context and certification syllabus scope.

QUESTION NO: 13

Which of the following statements is FALSE about the level 5 process area Defect Prevention?

A. Defect prevention practices propose solutions to eliminate common causes of defects.

B. In order to prevent as many defects as possible, all defects should be analyzed.

C. Defect Prevention is based on an analysis of a subset of all defects.

D. Action proposals drive the improvement activities to prevent defects from reoccurring.

ANSWER: B

Explanation:

In order to prevent as many defects as possible, all defects should be analyzed. is the false statement. At TMMi maturity level 5, Defect Prevention is a quantitatively managed and improvement-oriented process area, but it does not require indiscriminate analysis of every individual defect. The purpose is to select and analyze defect data in a way that identifies common causes, trends, and high-impact sources of defects. This focused analysis makes it practical to determine root causes and define preventive actions that will deliver meaningful improvement.

Defect prevention therefore uses an appropriate subset of defects, typically selected according to criteria such as recurrence, severity, impact, defect category, or observed patterns. The resulting action proposals are intended to remove or reduce the underlying common causes, preventing similar defects from occurring in future work. Requiring analysis of all defects would confuse comprehensive defect recording and measurement with the targeted causal-analysis activity used for prevention. The TMMi model describes Defect Prevention as being based on analysis of a subset of defects to identify and eliminate common causes. See the official TMMi Model resource and iSQI's TMMi Professional certification information.