



CTAL-TM_SYLL2012^{Q&As}

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

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**QUESTION 1**

Which of the following statements describing how identified product quality risks should be mitigated and managed, is true?

- A. The extent of re-testing and regression testing activities should be based on the risk level
- B. The identification of new risks, the re-assessment of the level of existing risks and the evaluation of the effectiveness of risk mitigation activities should only occur at the very beginning of a project
- C. Risk mitigation of product quality risks can be effective only after starting test execution
- D. The priority of the development and execution of tests should not be based on the risk level but only on the likelihood

Correct Answer: A

QUESTION 2

Consider the following skills assessment spreadsheet for your test team (consisting of four team members):

This spreadsheet has three sections: technical expertise, testing skills and professionalism.

The skill levels for each skill area for both the "technical expertise" and "testing skills" sections have been rated on a four-point scale:

-E (Expert): indicates that a person has expert knowledge and experience in the skill area

-B (Beginner): indicates that a person has some knowledge and experience in the skill area but he/she is not autonomous

-

W (Wants to learn): indicates that a person has no knowledge or experience in the skill area but he/she wants to learn that skill

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NI (Not Interested): indicates that a person has no knowledge or experience in the skill area and he/she is not interested to learn that skill

The skill levels for each skill area of the "professionalism" section have been rated on a three point scale (H=High, M=Medium, L=Low).

Consider the following analysis of testing skills performed on four people. Alex, Robert, John and Mark (all the skills have been rated on an ascending scale. The higher the score, the better the skill):



| Testing Skills | Alex | Roberta | John | Mark |
|-----------------------------------|-------------|-------------|-------------|-------------|
| Planning | | | | |
| Estimation and Cost of Quality | 3 | 2 | 2 | 5 |
| Documentation | 3 | 3 | 2 | 5 |
| Quality Risk Analysis/ Management | 2 | 3 | 2 | 5 |
| Design/Development | | | | |
| Behavioral (Black-Box) | 3 | 5 | 2 | 2 |
| Structural (White-Box) | 3 | 5 | 3 | 1 |
| Static (Reviews and Analysis) | 3 | 4 | 3 | 2 |
| Test Automation | | | | |
| COTS Execution Tools | 5 | 2 | 4 | 3 |
| COTS Test Management | 5 | 2 | 4 | 3 |
| Test Data Generators | 5 | 2 | 4 | 3 |
| Execution | | | | |
| Manual (Scripted and Dynamic) | 3 | 3 | 4 | 3 |
| Automated | 3 | 3 | 4 | 3 |
| Test Status Reporting and Metrics | 2 | 4 | 4 | 3 |
| Average Testing Skills | 3,36 | 3,17 | 3,17 | 3,15 |

Which of these people, based on this analysis, would you expect to be most suitable to work specifically as test designer?

- A. Alex
- B. Roberta
- C. John
- D. Mark

Correct Answer: B

QUESTION 3

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 4

You can count on well-written requirements, but you can't count on an adequate contribution of the stakeholders to the quality risk analysis. You have to mitigate the insufficient contribution of the stakeholders because the risk-based testing approach shall minimize the product risks. Your test team has one expert tester in security testing.

Which of the following test activities would you expect to be the less important in this context?

- A. Extract from the defect tracking system of the previous project all the security defects and failures, and classify them to support design and execution of specific tests
- B. Automate all functional and non-functional system tests
- C. Apply systematic and exploratory testing for integration and system test
- D. Perform exploratory testing sessions with adequate charters covering security aspects

Correct Answer: B

QUESTION 5

An agile development team decides to hire a tester who has always worked

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in independent test teams, reporting the problems found in a defect tracking system

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in safety-critical projects, with a stronger focus on the quality of the product than on time and budget. This agile team is focused on short-term goals to get the product released on time and within budget. Which of the following answers would you expect to be most likely true in this scenario?

A.

Agile teams like the presence of a tester in their teams and the tester will be able to adapt to the new context without



any issue

B.

The developers will immediately follow the guidelines described by the tester

C.

The tester can continue to report the problems found in a defect tracking system and be more focused on the quality than on time and budget constraints

D.

The tester's mission could be to verify adherence to requirements, instead of reporting formally the problems in a defect tracking system

Correct Answer: D

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