



CTAL-TM_SYLL2012^{Q&As}

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

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QUESTION 1

Assume you are working on a CAS (Conditional Access System) for Pay-TV that allows the access, selection and transfer of services and media to authorized users. Authorized users can choose their services through different channels:

Web Customer Portal, IVR (Interactive Voice Response), Call Centre and SMS. The system uses a Smart Card to receive and decrypt the broadcasted encrypted control words which allow decrypting pay-per-view TV. Every authorized user

must have a Smart Card and a Set-Top Box to view the contents.

The following is an excerpt from the product risk analysis document:

Both likelihood and impact have been rated on the following scale: (1 ?Very low, 2 ?Low, 3 ?Medium, 4 ?High, 5 ?Very High).

The required test environment and code have been delivered. All test cases for each identified product risk item have been written and are ready to be executed. The Database used to contain the Smart Cards is empty and so only new Smart

Cards can be used during test execution.

A Smart Card can only be activated if it has been previously pre-activated. This means the post- conditions for the execution of the test cases to test the pre-activation of the Smart Card are the pre-conditions for activation of the Smart Card.

Which of the following statements represents the most effective contribution of the stakeholders to the completion of the failure mode analysis table?

Potential Failure Mode(s) - Quality Risk(s)	Priority	Severity	Detection	Detection Method(s)
Fails to connect to the PCMCIA card		3		Test; Debug
Fails to transfer the maps from the PCMCIA card		3		Test; Debug
Fails to load the transferred map		3		Test; Debug
Fails to switch from one map to another		2		Test;

- A. The aircraft pilot and the customer representative should contribute to assess the detection. The chief software engineer, the system architect and the expert tester should contribute to assess the priority.
- B. The aircraft pilot and the customer representative should contribute to assess the priority. The chief software engineer, the system architect and the expert tester should contribute to assess the detection.
- C. The system architect and the chief software engineer should contribute to assess the priority. The expert tester is the only one who should contribute to assess the detection.
- D. The aircraft pilot is the only one qualified to contribute to assess the priority and thus should be assigned this task. The customer representative should contribute to assess the detection.

Correct Answer: B

**QUESTION 2**

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 3

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 4

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

QUESTION 5

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

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