



# ATM<sup>Q&As</sup>

Advanced Test Manager

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**QUESTION 1**

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 is 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?

K2 1 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 sample of users

Correct Answer: C

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**QUESTION 2**

Your test team consists of four members (Mary, Bob, Mark, Dave) with different interpersonal skills.

The following skills assessment spreadsheet shows the characteristics of the team members with respect to a list of interpersonal-skills (for each characteristic only the member with the highest level of that characteristic is indicated and marked with 'X\\'):



Interpersonal Skill	Mary	Bob	Mark	Dave
Individualistic		X		
Unorthodox		X		
Brilliant, creative, strong intellectual power		X		
Disciplined, dutiful	X			
Hard Working	X			
Communicative	X			
Polite	X			
Collaborative	X			
Dynamic				X
Open-minded				X
Result-oriented				X
Fights idleness and inefficiency, exerts pressure				X
Single-minded			X	
Self-starting			X	
Dedicated and uncommunicative			X	

On the next project a member of your test team will have to perform some routine tasks requiring collaboration with other teams.

Who in your test team would you expect to be most suitable at doing these tasks?

K4 3 credits

- A. Mary
- B. Bob
- C. Mark
- D. Dave

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?

K4 3 credits

- 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

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#### QUESTION 4

Assume you are a Test Manager involved in system testing of a CRM application for a Pay-TV company. Currently the application is able to support a proper number of users assuring the required responsiveness. Since the business is expected to grow, you have been asked to evaluate the ability of the application to grow to support more users while maintaining the same responsiveness.

Which of the following tools would you expect to be the most useful at performing this evaluation?

K2 1 credit

- A. Coverage tools
- B. Test management tools
- C. Static analysis tools
- D. Performance tools

Correct Answer: D

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#### 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? K3 2 credits

- 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

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#### QUESTION 6

You are working on a project to develop an authentication system for an e-commerce website. This system provides two features: Registration and authentication. Two different development teams develop these two features.

There is a high likelihood that the delivery of the authentication feature to the test team will be three weeks later. To complete the registration the user must provide the following registration inputs: Name, surname, birth date, fiscal code and he/she can select a username and a password.

A registered user can be a special user or a normal user. To be identified as a special user, he/she must also provide, during the registration process, a voucher possibly received from the IT department.

Access is granted only if a user is registered and the password is correct: In all other cases access is denied. If the registered user is a special user and the password is wrong, a special warning is shown on the system console.

You are currently performing a quality risk analysis using FMEA.

Based only on the given information, which of the following is NOT a product risk that could be identified during the quality risk analysis?

K4 3 credits

- A. The late delivery of the authentication feature to the test team causes delays in the start of test execution and this could result in a shorter test period
- B. The authentication system denies access for a special user with a wrong password, but doesn't display a special warning on the system console
- C. The authentication system grants access to a normal user with a wrong password
- D. The authentication system grants access to a special user with a wrong password

Correct Answer: A

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**QUESTION 7**

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?

K2 1 credit

- 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

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**QUESTION 8**

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?

K4 3 credits

- 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

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**QUESTION 9**



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?

K4 3 credits

- 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

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#### QUESTION 10

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

Correct Answer: A

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#### QUESTION 11

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?

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 DO178B 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?

Correct Answer: ACF

## QUESTION 12

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?

K3 2 credits

- 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 13

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?

K2 1 credit

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



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

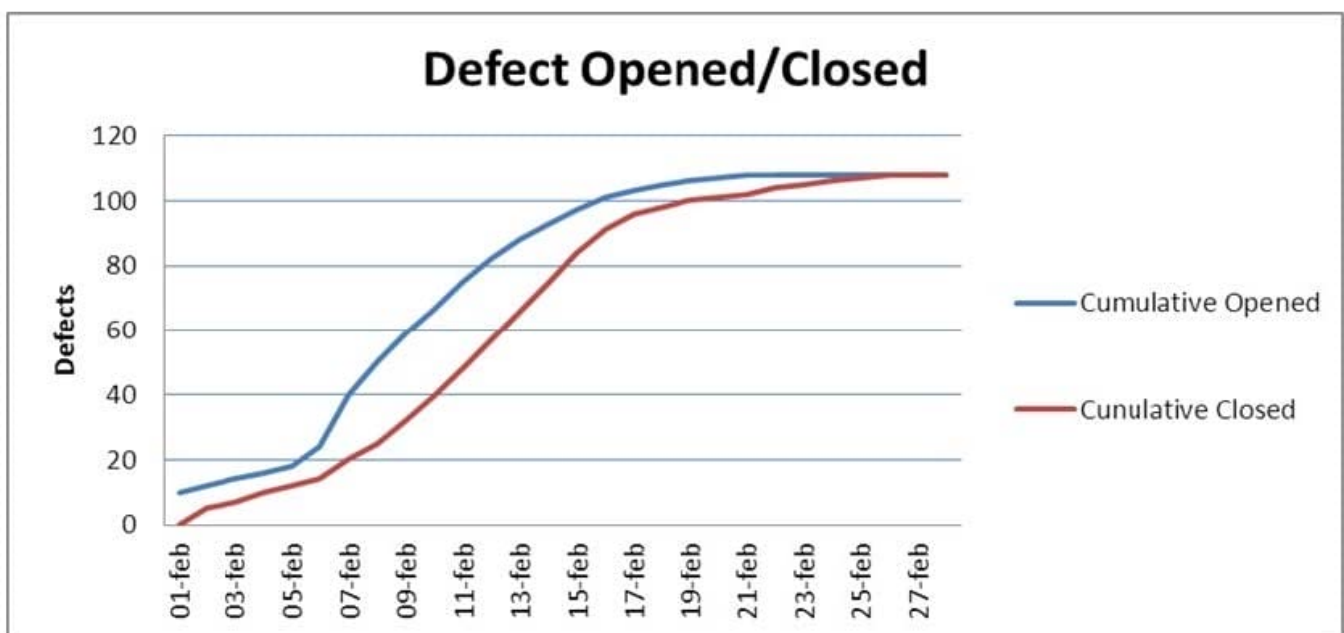
C. III. and IV. are true; I and II are false;

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

Correct Answer: C

#### QUESTION 14

The following chart plots the cumulative number of defects opened against the cumulative number of defects closed during system testing of a software product.



Which of the following statements is true? K2 1 credit

A. The chart indicates that you have plenty of problems left to find

B. The chart can be used to reveal test progress problems

C. The chart seems to indicate that the defect management process is not working well

D. The chart seems to indicate that the defect management process is working well

Correct Answer: D

#### QUESTION 15

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?

K3 2 credits (2 credits out of 3 credits correct, 1 credit point)

- 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

Correct Answer: ACD

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