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

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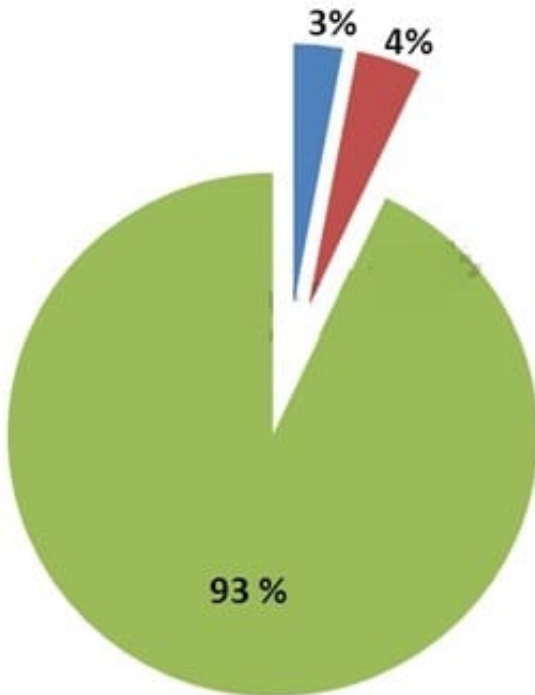100% Money Back Assurance

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QUESTION 1

After the presentation, you are asked to explain the chart. Assume you have applied a full risk-based testing strategy.

Which of the following answers would you expect to best describe the pie chart?

A. All the risk items have been covered with tests. No more risk items remain to test

B. According to the full risk-based testing strategy applied, it is very likely that the highest-risk items, tests and bugs remain in the blue and red areas. Therefore, it is very risky to release the application

C. Only the lowest-risk items, tests and bugs should remain in the blue and red areas. Therefore the application can be released at any time subject to management of the items identified in those areas

D. 97 percent of the risk items has been tested. No open bugs or test failures remain. Only 3 percent of risk items remains to be covered by the remaining test

Correct Answer: C

QUESTION 2

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

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

Correct Answer: D

QUESTION 3

Assume you have some data related to confirmation testing during system testing of a past project.

In that project 240 bug reports have been opened once, 80 were opened twice, 10 were opened three times and no bug reports have been opened more than three times.

You estimate that a bug report, which has failed its confirmation test, costs, on average, 3 person- hours.

Which of the following statements correctly describe the value of these confirmatory testing activities based on cost of quality?

A. 300 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of internal failure

B. 340 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of external failure

C. 340 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of internal failure

D. 300 person-hours have been spent on the project during the system testing phase, because of the failed confirmation tests and this cost belongs to the costs of detection

Correct Answer: A

QUESTION 4

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?

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 5

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 6

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 7

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?

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

QUESTION 8

Assume you are managing the system testing phase of a project.

The system test execution period is scheduled to twenty weeks.

All tests are manual tests. You are following a risk-driven test approach.

During the last staff meeting the project manager tells you new deadlines that will not allow completion of all the system tests.

Which of the following would you expect to be the best way to respond to this situation?

A. Prioritize executing the tests for the highest product risks and track these risks

B. Remove testers from your test team, so that they can be assigned to other projects

C. Automate all remaining tests

D. No action is needed, test as much as possible in the remaining time period

Correct Answer: A

QUESTION 9

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?

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

QUESTION 10

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 11

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

QUESTION 12

You are the Test Manager for a project to develop a client-server application that allows wine vendors to order custom-assorted packages of wines of several winemakers to sell special packages in their wine shops.

You decide to apply a blended risk-based and reactive testing strategy. Below the exit criteria for the system testinG.

EXCR1- Each "critical" quality risk item must be covered by at least one test condition

EXCR2- Each "critical" requirement must be covered by at least one test condition

The following are the "critical" requirements of the application:

REQ-SEL-1. The application shall allow the user to order only one package at a time

REQ-SEL-2. The application shall allow the user to select between four different packages (2- bottles, 6-bottles, 12-bottles, 15-bottles)

REQ-SEL-3. The application shall allow the user to order a package containing at least 1 bottle and no more bottles than the package size. No error messages shall be displayed if the user selects a valid number of bottles (at least 1 bottle

and no more than the package size)

REQ-SEL-4. The application shall display an error message "Invalid number of bottles" if an invalid number of bottles is selected by the user (zero bottles or a number higher than the package size)

REQ-PAY-1. The application shall allow the user to pay with the three accepted credit cards (Visa, MasterCard, American Express)

REQ-PAY-2. The application shall display an error message "Invalid credit card" if invalid credit card data are given by the user

Which of the following is a positive logical test that is complete and correct, and covers the REQ- SEL-4 requirement?

A. Select a 6-bottles package, then try to insert 5 bottles; verify that no error messages are displayed

B. Select a 6-bottles package, then try to insert 7 bottles; verify that no error messages are displayed

C. Select a 6-bottles package, then try to insert 7 bottles; verify that the "Invalid number of bottles" message is displayed

D. Select a 6-bottles package, then try to insert 7 bottles

Correct Answer: C

QUESTION 13

Assume you are managing a test automation project for a mission-critical system.

Because vendor provided tools and open source solutions don\\\'t meet the needs of this project, you ask your test team to develop a custom automation framework.

Which of the following management issues associated to the development of this custom automation framework is least likely to manage?

A. Proper testing for the custom automation framework must be performed

B. The custom automation framework will require an adequate documentation

C. The changes to the custom automation framework should be communicated to all external users of this tool under the GNU license

D. The custom automation framework will need proper maintenance

Correct Answer: C

QUESTION 14

Which of the following statements about management of product quality risks in mature organizations with respect to the lifecycle, is true?

A. Mature organizations address product quality risks associated to non-functional characteristics only during the system test phase

B. Mature organizations are aware that the contribution of testing to analysis of product quality risks is very important. The analysis should occur throughout the entire lifecycle

C. Mature organizations don\\\'t waste time identifying the sources of risks. They only focus on identifying product quality risks

D. Mature organizations are aware that risk management of product quality risks only occurs during testing

Correct Answer: B

QUESTION 15

Which of the following factors could negatively influence a review?

A. Include people with the adequate level of knowledge, both technical and procedural

B. Include people who are detail-oriented and scrupulous at finding issues

C. Include as many people as possible in order to have more viewpoints about possible problems on the item under review

D. Include people able to contribute to a clear, thoughtful, constructive and objective discussion

Correct Answer: C

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