



TM12^{Q&As}

ISTQB-BCS Certified Tester Advanced Level- Test Manager (2012)

Pass ISTQB TM12 Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

<https://www.pass4itsure.com/tm12.html>

100% Passing Guarantee
100% Money Back Assurance

Following Questions and Answers are all new published by ISTQB
Official Exam Center

-  **Instant Download** After Purchase
-  **100% Money Back** Guarantee
-  **365 Days** Free Update
-  **800,000+** Satisfied Customers





QUESTION 1

Consider an agile team adopting Extreme Programming (XP) with five developers and one tester without any coding experience.

To which of the following activities would you expect the tester will contribute most?

- A. Developing unit tests
- B. Executing unit tests
- C. Planning and executing tests during the integration test phase to detect interface defects
- D. Supporting the customer in the execution of acceptance testing

Correct Answer: D

QUESTION 2

You are managing the system testing for a SOA based system. The integrated system consists of several subsystems:

a SOA middleware a CRM (Customer Relationship Management) system a BRM (Billing and Revenue Management) system a SMS (Subscriber Management System) system

and you performed a risk analysis based on these subsystems.

At the end of the scheduled period for test execution you produce a first classical report based on the traditional metrics of testing. Test pass/fail status and bug status (open/resolved) That table provides you a distorted picture of the quality risk, because there is no indication of the risk level of the failed tests, the tests not run, or the open bugs. Thus, you produce the following table to solve this distortion issue: In the table above, where you have introduced the concept of risk weighting, the highest risk test or bug report has a score of 1, while the lowest risk test or bug report has a score of 0.04.

	Test risk scores				Bug risk scores		
	Total	Pass	Failed	Not Run	Total	Open	Resolved
SOA	80,60	75,60	1,20	3,80	11,70	0,80	10,90
CRM	50,10	18,80	3,20	28,10	14,90	0,70	14,20
BRM	19,20	18,20	0,20	0,80	2,00	0,10	1,90
SMS	19,80	17,10	0,50	2,20	2,10	0,20	1,90

Which of the following subsystems, based on the risk scores of the table, is most risky?

- A. SOA
- B. CRM



C. BRM

D. SMS

Correct Answer: B

QUESTION 3

Assume you are currently working on a project developing a system where functional requirements are very well specified. Unfortunately, non-functional requirements do almost not exist.

You are the Test Manager. You have to choose a technique for test selection that allows testing of nonfunctional characteristics, especially reliability.

Which of the following techniques for test selection do you expect being most useful in this scenario?

A. A model-based technique based on the creation of operational profiles

B. Ambiguity reviews

C. Test condition analysis

D. Cause-effect graphing

Correct Answer: A

QUESTION 4

In your organization the following tools of the same vendor are currently in use: a requirements management tool, a test management tool and a bug tracking tool.

You are the Test Manager.

You are currently evaluating a test automation tool of the same vendor (to complete the vendor's tool suite) against an interesting open-source test automation tool under the GNU GPL (General Public License).

There are no initial costs associated to that open-source tool.

Which of the following statements associated to the selection of the open-source tool is correct in this scenario?

A. The open-source tool can be modified but only if the community of developers of that tool gives you the formal permission to modify it.

B. There are no initial costs for the open-source tool but you should carefully consider the costs associated to the integration with the existing tools and also evaluate the recurring costs.

C. There are no initial costs for the open-source tool because open-source tools are usually low-quality, while vendor tools have always a better quality than the corresponding open-source tools.

D. The open-source tool can be modified but it can't be distributed further in any way.

Correct Answer: B



QUESTION 5

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 6

The following is the unique "critical" quality risk item that has been identified:

CR-RSK-1. The GUI of the application might accept non-integer values for the input field designed to get the number of bottles from the user.

Test analysis for system testing has just begun and the following test conditions have been identified:

TC-SEL-2. Test the selection of the package sizes TC-SEL-4. Test wrong numbers of bottles for an order TC-CR-RSK-1. Test the accepted values from the input field designed to get the number of bottles from the user

What is the MINIMUM number of test conditions that must be added to fulfill both the EXCR1 and EXCR2 exit criteria?

- A. 4
- B. 3
- C. 2
- D. 1

Correct Answer: A

**QUESTION 7**

You are performing a quality risk analysis for a CSCI (Computer Software Configuration Item) used to implement a CBIT (Continuous Built-In Test) module of a safety-critical system.

During the quality risk analysis, you are trying to identify the ways in which failures of the CBIT module can occur, for each of them trying to determine the potential causes and likely effects, and the risk level (calculated as the product of three factors: severity, occurrence and detection).

Which of the following risk analysis techniques are you working with?

- A. A lightweight product risk analysis technique
- B. Failure Mode and Effect Analysis
- C. Wide Band Delphi
- D. Cost of Exposure

Correct Answer: B

QUESTION 8

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



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

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

Correct Answer: B

QUESTION 9

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 10

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

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

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 11

In the test strategy document your organization declares:

to adopt a V-model development lifecycle, with three formal levels of testing: unit, integration and system testing to use a blended risk-based and regression-averse testing strategy for each level of testing

The following is an excerpt of the "approach" section for the system test plan document of a new project:

"Testing will only use manual tests. Due to the short period of time for test execution, the following activities will be performed in parallel with test execution: Test planning, test analysis and test design.

Basic metrics will be taken for test effort (i.e. person-hours), test cases executed (passed/failed), and incidents (no more metrics, such as code coverage, will be collected)."

In the system test plan, no deviations from the test strategy are described. Based only on the given information, which of the following statements is true?



- A. The approach described in the system test plan document is consistent with the test strategy.
- B. The approach described in the system test plan document is consistent with the risk-based testing strategy, but it is inconsistent with the regression testing strategy.
- C. The approach described in the system test plan document is consistent with the regression testing strategy, but it is inconsistent with the risk-based testing strategy.
- D. The approach described the system test plan document is inconsistent with both the risk-based and regression testing strategies.

Correct Answer: D

QUESTION 12

You are a Test Manager working for a software organization where reviews have never been applied. After a meeting with your managers examining a business case for reviews, (including their costs, benefits, and potential issues), the management finally decides to adopt formal reviews for future projects.

You have been given a budget that you have spent to provide training in the review process and to introduce the review process on a pilot project.

On that pilot project the introduction of reviews has been very positive in terms of positive involvement from all the participants. All the reviews applied to different documents have been very effective for their purposes (especially at revealing defects).

Which of the following answers describes an important success factor for the introduction of formal reviews which is missing in this scenario?

- A. Management support
- B. Participant support
- C. Definition and use of metrics to measure the ROI (Return On Investment)
- D. Training in the review process

Correct Answer: C

QUESTION 13

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 14

Which one of the following metrics to be produced needs traceability between the test cases and each item in a proper test basis?

- A. Requirements coverage
- B. Trends in the lag time from defect reporting to resolution
- C. Mean time between failures for the system
- D. Cumulative number of reported defects versus cumulative number of resolved defects

Correct Answer: A

QUESTION 15

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



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	

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

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

Correct Answer: A

[Latest TM12 Dumps](#)

[TM12 PDF Dumps](#)

[TM12 VCE Dumps](#)