DUMPSARENA

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

ISTQB ATM

Version Demo

Total Demo Questions: 14

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Topic Break Down

Topic	No. of Questions
Topic 1, Managing the Test Activities	90
Topic 2, Managing the Product	30
Topic 3, Managing the Team	25
Total	145

QUESTION NO: 1

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?

K2 1 credit

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

ANSWER: C

Explanation:

The changes to the custom automation framework should be communicated to all external users of this tool under the GNU license is the least likely management issue in this situation. A custom automation framework is being developed specifically because available vendor and open-source tools do not satisfy the project's needs. The Test Manager must treat this framework as a software product within the project: it requires controlled development, quality assurance, configuration management, documentation, and ongoing support as the system and test assets evolve. These activities are essential because defects or instability in the framework can undermine confidence in automated test results for a mission-critical system.

Communication of changes to external users under the GNU license is not an inherent consequence of developing an internal custom framework. GNU licensing obligations arise only when software is deliberately licensed or distributed under the relevant GNU licence terms. The scenario does not state that the framework incorporates GNU-licensed components, is released externally, or is itself licensed under GNU terms. Therefore, managing communications to external GNU-license users is not normally part of the framework-development management scope described here. ISTQB's Advanced Test Manager certification scope includes managing test tools and test automation considerations; see ISTQB Advanced Test Manager and the GNU GPL version 3.

QUESTION NO: 2

Which of the following would you expect to be most likely an example of a demotivating factor for testers?

K2 1 credit

A. The management asks the testers to be kept informed about the intensity, quality and results of testing

B. The testers' recommendations to improve the system or its testability are adopted by the development team

C. The same regressions tests are manually executed by the same testers, for every product release, without regression test tools

D. The testers are assessed on whether and how often they detect important and critical failures

E. Test quality is measured by counting the number of customer/user reported problems.

ANSWER: C E

Explanation:

“The same regressions tests are manually executed by the same testers, for every product release, without regression test tools” is a demotivating factor because repetitive manual execution provides little variety, challenge, or opportunity to use and develop professional testing skills. When stable regression checks must be repeated release after release, appropriate tool support can free testers to focus on risk analysis, exploratory testing, test design, and other higher-value work. Test management should therefore consider automation strategically where it is technically and economically appropriate.

“Test quality is measured by counting the number of customer/user reported problems.” can also demotivate testers because it makes their perceived performance depend heavily on production outcomes that are influenced by many factors beyond the test team’s direct control. These include release decisions, requirements quality, development practices, operational environments, user behaviour, and the extent to which users actually report issues. Testers need fair, meaningful objectives and measures that reflect their contribution to product-quality information and risk reduction. The ISTQB Advanced Test Management syllabus addresses motivation, appropriate management of test teams, and the careful use of metrics. See the ISTQB Test Manager certification page and the ISTQB Advanced Level Test Management syllabus page.

QUESTION NO: 3

An organization is improving its review process after analysis shows that many defects found during system testing were caused by ambiguous interfaces between services.

Which THREE of the following actions would most appropriately improve the review process?

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

A. Include reviewers with relevant interface, business and technical expertise

B. Add checklist items for message formats, error handling, versioning and responsibility boundaries

C. Classify review findings and use the information to refine checklists and training

D. Replace interface reviews with additional system test execution at the end of the lifecycle

E. Invite as many reviewers as possible regardless of their knowledge of the interfaces

ANSWER: A B C

Explanation:

Interface ambiguity should be addressed by improving the review process where interface specifications are examined. Including reviewers with relevant interface, business and technical expertise increases the likelihood that omissions and inconsistent assumptions are identified. Adding focused checklist items for message formats, error handling, versioning and responsibility boundaries makes the review more systematic. Recording the defect types and using them to refine future checklists and reviewer training supports continuous improvement.

Replacing reviews with additional late dynamic testing does not address the opportunity for early defect detection and prevention. Increasing the number of participants without considering relevant knowledge can reduce review efficiency and does not ensure that the interface concerns are addressed. Reviews are structured static testing activities that benefit from suitable roles, preparation and feedback. See the ISTQB Glossary: review.

QUESTION NO: 4

The following are the requirements identified as “critical”:

REQ-SEL-001. The user shall be able to combine all the three products with all the four durations to define an item to purchase

REQ-SEL-002. The user shall be able to add a maximum of six different items to the shopping cart

REQ-PUR-001. The user shall be able to purchase all the items in the shopping cart using a credit voucher

REQ-PUR-002. The user shall be able to purchase all the items in the shopping cart using the available credit already charged on the smartcard

REQ-PUR-003. The user shall be able to purchase all the items in the shopping cart using all the accepted credit cards (Visa, MasterCard and Great Wall Card)

REG-LOGO-001. The user shall be able to logout (by clicking the logout button) from both the “select” and “purchase” pages going back to the “browse” page (anonymous navigation)

Moreover the following quality risk item has been identified as “critical”:

QR-P1. The web customer portal might not be able to provide the expected response time (less than 10 sec) for the purchase transactions under a load of up-to 1000 concurrent users

Test analysis for system testing has just begun and the following test conditions have been identifieD.

TC-SEL-01. Test the combinations of products and durations to define an item to purchase

TC-SEL-02. Test the maximum number of items, which can be added to the shopping cart

TC-PUR-01. Test the purchase of an item

TC-PUR-02. Test the purchase of an item with the credit charged on the smartcard

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

K3 2 credits

A. 1

B. 2

C. 3

D. 4

ANSWER: C

Explanation:

The minimum number is **3**. The identified test conditions already address the critical selection capabilities, the maximum cart size, the general purchase flow, and purchase using credit charged on the smartcard. To satisfy exit criteria requiring coverage of all critical requirements and critical quality risks, three additional, distinct test conditions are necessary. One must cover purchasing the cart’s items using each accepted credit-card type. One must cover logout from both the select and purchase pages, verifying the return to anonymous browsing. One must address the critical performance risk by exercising purchase transactions with up to 1,000 concurrent users and evaluating whether the response time remains below 10 seconds.

This is an application of risk-based testing: critical functional requirements and critical quality risks must be represented by test conditions, with the performance requirement treated as a testable non-functional condition rather than merely as a functional purchase test. ISTQB describes the Test Manager qualification and its coverage of risk-based testing and test-management practices at ISTQB Test Manager. The ISTQB glossary also defines a test condition as a testable aspect of a component or system, supporting the derivation of separate conditions for these remaining functional and performance obligations: ISTQB Glossary: test condition.

QUESTION NO: 5

Which of the following is the proper order for the stages of a tool lifecycle?

A. Acquisition Support Evolution Retirement

B. Acquisition Evolution Support Retirement

C. Evolution Acquisition Retirement Support

D. Evolution Support Acquisition Retirement

ANSWER: A

Explanation:

Acquisition Support Evolution Retirement is the proper lifecycle sequence for a test tool. Acquisition covers assessing needs, selecting a suitable tool, obtaining it, and introducing it into the organization. Once the tool is in use, it requires support: this includes administration, user assistance, maintenance, training, and managing the tool's day-to-day operation so that it continues to deliver value. Evolution follows as organizational needs, technologies, processes, integrations, and tool capabilities change over time. At that stage, the organization may enhance configurations, extend usage, upgrade the product, or adapt its supporting practices. Retirement is the final stage, occurring when the tool is replaced, is no longer cost-effective or suitable, or is otherwise withdrawn. Retirement should be managed carefully, including preservation or migration of necessary test assets and data. This ordered model allows test management to treat tool adoption as a continuing organizational investment rather than a one-time procurement activity. It aligns with the Advanced Level Test Management syllabus material on managing the test-tool lifecycle. See the ISTQB Advanced Level Test Management certification page and the ISTQB Advanced Level Test Management syllabus.

QUESTION NO: 6

Which of the following information would you expect to be the most useful to perform a defect clustering analysis?

K2 1 credit

A. The trend in the lag time from defect reporting to resolution

B. The defect component information

C. The lifecycle phase in which the defect has been introduced

D. The defect removal efficiency information

ANSWER: B

Explanation:

The defect component information is the most useful input for defect clustering analysis. Defect clustering is based on the observation that a relatively small number of components, modules, or areas of a product often contain a disproportionately high number of defects. Grouping reported defects by the component to which they relate allows the test manager and team to identify these defect-prone areas, investigate common causes, and focus additional testing, reviews, corrective action, and risk-based test effort where it will provide the greatest value. This analysis can also inform future test planning and resource allocation, since components with historical concentrations of defects represent elevated product risk. For this purpose, defect reports need sufficiently reliable categorization or traceability to the relevant product component; consistently recorded component data is therefore essential. The ISTQB Advanced Test Management syllabus discusses using defect information and defect density/distribution to support product-quality evaluation and test-management decisions, including identification of defect-prone areas. See the ISTQB Advanced Level Test Management certification page and the ISTQB glossary entry for defect clustering.

QUESTION NO: 7

The following are the exit criteria described in the test plan of a software product:

EX1. The test suite for the product must ensure that at least each quality risk item is covered by at least one test case (a quality risk item can be covered by more test cases).

EX2. All test cases in the test suite must be run during the execution phase.

EX3. Defects are classified into two categories: "C" (critical defect) and "NC" (non-critical defect). No known C defects shall exist in the product at the end of the test execution phase.

Which of the following information is useless when the specified exit criteria is evaluated?

K2 1 credit

A. A traceability matrix showing the relationships between the product risk items and the test cases

B. A list of all the open defects with the associated classification information extracted from the defect tracking system

C. A chart, showing the trend in the lag time from defect reporting to resolution, extracted from the defect tracking system

D. The execution status of all the test cases extracted from the test management tool

ANSWER: C

Explanation:

A chart, showing the trend in the lag time from defect reporting to resolution, extracted from the defect tracking system is useless for evaluating these particular exit criteria. Exit-criteria evaluation must use information that directly establishes whether the stated conditions have been achieved: coverage evidence linking quality risks to tests, execution status showing every planned test has been run, and current open-defect information identifying whether any known critical defects remain. Defect-resolution lag is a process-performance measure. It can be valuable to a test manager for monitoring workflow efficiency, forecasting defect turnaround, identifying bottlenecks, or supporting retrospective process improvement. However, it does not establish risk-item coverage, test execution completion, or the presence or absence of currently known critical defects at the end of testing. A trend may show that defects are generally being resolved faster or more slowly, but it cannot demonstrate compliance with any of the three defined exit conditions. ISTQB describes test completion activities as evaluating exit criteria using testware and test-result information, and it treats metrics as useful only insofar as they support the intended management or control decision. See the ISTQB Advanced Test Manager certification page and the ISTQB Certified Tester Foundation Level syllabus resources.

QUESTION NO: 8

You are the Test Manager for a project using a distributed test team. Test execution is performed by teams in three locations, while defect triage is conducted daily by a central group.

Which THREE of the following practices would most improve the effectiveness of defect management in this context?

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

A. Use a common classification scheme for severity, priority, component and defect status

B. Define entry criteria requiring reproducible steps, expected and actual results, and relevant evidence

C. Agree service levels for defect triage, assignment and response

D. Assign defect severity according to the seniority of the tester who reported the defect

E. Allow developers to close defects without confirmation testing when the release date is close

ANSWER: A B C

Explanation:

A common defect classification scheme, clear defect-reporting entry criteria, and agreed service levels for triage and response are all effective practices for distributed defect management. A shared classification scheme enables meaningful reporting and trend analysis across locations. For example, severity, priority, affected component, detected-in test level, and reproducibility are interpreted consistently by all teams.

Defined entry criteria improve the quality of defect reports before they enter triage. Such criteria can require reproducible steps, expected and actual results, test environment details, relevant evidence, and the affected build. Agreed response and triage service levels make responsibilities and timing visible, which helps prevent reports from remaining unassessed because of geographical separation. Assigning severity solely according to the reporting tester's seniority and closing reports without confirmation undermine objective defect handling and reduce confidence in reported quality information. See the ISTQB Glossary: defect report and the ISTQB Test Management certification page.

QUESTION NO: 9

You are planning formal reviews of safety-related requirements for a medical device application. The organization wants the reviews to detect defects early and to provide auditable evidence that the review process was followed.

Which THREE of the following are appropriate activities or controls for these formal reviews?

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

A. Define measurable entry and exit criteria for the review

B. Assign trained participants to defined review roles

C. Maintain records of findings, decisions and follow-up actions

D. Allow only the author to prepare for the review in order to avoid conflicting interpretations

E. Replace recorded findings with a verbal agreement that the requirements are acceptable

ANSWER: A B C

Explanation:

Defining entry and exit criteria, assigning trained roles, and maintaining records of findings and follow-up actions are appropriate controls for formal reviews. Entry criteria help ensure that the requirements are sufficiently complete, available in a controlled version, and ready for meaningful examination. Exit criteria establish when the review can close, for example after findings have been dispositioned and required corrective actions have been verified.

Formal reviews require clear roles, such as author, moderator, reviewers and recorder, with personnel having the necessary technical and procedural competence. Review records provide auditable evidence of the work product reviewed, participants, findings, decisions, actions, and completion status. Limiting preparation to the author reduces independent examination, while replacing documented findings with verbal agreement prevents objective follow-up and auditability. See the ISTQB Glossary: review and the ISTQB Test Management certification page.

QUESTION NO: 10

Your manager has decided thatyour team of manual testers should all become test automation engineers Your team is much stronger in analysis than In technical testing so youare concerned about their abilityto adapt.What tool capabilities could help with this transition?

A. Low license costs

B. Remote storage of the test automation scripts

C. High usability with AI-assisted object capture

D. Good reporting

ANSWER: C

Explanation:

High usability with AI-assisted object capture is the most appropriate capability because it reduces the technical barrier faced by manual testers moving into test automation. A team that is already strong in analysis can contribute effectively to identifying test conditions, designing test cases, determining expected results, and assessing risk. The transition challenge is therefore primarily the practical creation and maintenance of automated tests rather than understanding what needs to be tested.

A highly usable automation tool can provide accessible workflows, clear interfaces, and features that make test construction less dependent on extensive programming experience. AI-assisted object capture can further support this by helping testers identify and map application user-interface elements while creating automated interactions. This allows the team to focus more of its existing analytical skill on specifying meaningful tests and validating outcomes, while the tool assists with technical implementation details. This aligns with ISTQB guidance that tool selection should consider usability, suitability for intended users, and the skills required to use the tool effectively. See the ISTQB Advanced Level Test Manager certification page and the ISTQB CTAL-TM syllabus resources.

QUESTION NO: 11

Which ofthe following Is the common setof information to be produced in a test estimate"

A. Number of people number of systems lines of code, cost

B. Time per person budget end date start date

C. Test effort test duration time to complete, cost

D. Effort time cost, test activities

ANSWER: D

Explanation:

Effort time cost, test activities is correct because a useful test estimate must state what testing work is being estimated and quantify the principal planning dimensions for that work. Test activities identify the work covered by the estimate, such as test planning, analysis, design, implementation, execution, reporting, and test closure as applicable to the project. Effort expresses the amount of work required, usually in person-hours or person-days. Time expresses the expected elapsed duration or schedule-related timeframe in which the work can be performed, taking account of dependencies and resource availability. Cost translates the required people, tools, environments, services, and other applicable resources into the financial information needed for project decisions and control.

These elements allow a Test Manager to create an estimate that is traceable to the planned test approach and scope, can be reviewed by stakeholders, and can be refined as better information becomes available. They also support monitoring during the project: actual effort, elapsed time, expenditure, and completion of planned activities can be compared with the estimate to manage deviations. This is consistent with ISTQB's Test Management certification scope, which covers planning, estimation, monitoring, and control of testing. See the official ISTQB Test Management certification page and the ISTQB glossary search for test estimate.

QUESTION NO: 12

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

ANSWER: A E

Explanation:

Phase containment effectiveness evaluates how successfully a lifecycle phase detects and removes defects introduced in that same phase, before they escape into subsequent development or test activities. For the requirements-review phase, the necessary numerator is the number of requirements defects detected during the requirements review. This establishes how many defects were contained at their source, before later phases began.

The corresponding denominator must be the total population of requirements defects detected throughout the product lifecycle: those found in the requirements review plus those that escaped and were subsequently discovered in functional-specification, design, code reviews, and all test levels through acceptance testing. Therefore, the required later-life-cycle measure is the 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. The stated absence of post-release requirements defects confirms that this scope captures all known escaped requirements defects.

The resulting measure is calculated as requirements defects found in the requirements review divided by all defects attributable to requirements found in that review or later activities. This expresses the review's containment capability rather than its duration, overall defect volume, or general review productivity. ISTQB describes defect detection and process-related measures within its testing terminology and Test Management certification materials: ISTQB Glossary and ISTQB Advanced Level Test Management.

QUESTION NO: 13

You are the Test Manager for a project developing a system that processes personal data. A data-protection specialist has identified the following quality risks as high priority:

- Unauthorized users might view customer account details

- Customer data might remain available after the configured retention period

- Audit records might not identify who changed sensitive customer data

Which THREE of the following test conditions provide direct coverage of these quality risks?

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

A. Test access to customer account details by users with different roles

B. Test deletion or anonymization of customer data after the configured retention period

C. Test that sensitive-data changes create audit records containing the responsible user

D. Test the visual appearance of the login page in supported browsers

E. Measure response time for a non-sensitive customer search

ANSWER: A B C

Explanation:

Testing access to customer account details by users with different roles directly addresses the risk of unauthorized disclosure. Testing automated deletion or anonymization after the configured retention period addresses the retention risk. Testing that sensitive-data changes generate audit records containing the responsible user addresses the auditability risk.

Testing the visual appearance of the login page and measuring response time for a non-sensitive search may be useful test conditions for other requirements or quality characteristics, but they do not directly cover the three stated data-protection risks. In risk-based testing, test conditions should be derived so that their relationship to the identified product quality risks is explicit and traceable. See the ISTQB Glossary: test condition.

QUESTION NO: 14

You are the Test Manager for an iterative project. A major interface is changed during an iteration after integration testing has started. The change affects a high-risk payment workflow and several previously passed tests.

Which THREE of the following activities should be planned as part of an appropriate response?

K4 3 credits (2 credits out of 3 credits correct, 1 credit point)

A. Perform impact analysis to identify affected testware, interfaces and product risks

B. Perform confirmation testing of the changed interface behavior

C. Select and execute regression tests with priority given to the high-risk payment workflow

D. Mark all tests that passed before the change as permanently valid without review

E. Postpone all testing of the changed interface until final system testing

ANSWER: A B C

Explanation:

Impact analysis, confirmation testing, and risk-based regression testing are appropriate responses to the interface change. Impact analysis identifies the affected requirements, interfaces, components, test conditions, test data, environments, and existing automated or manual tests. It provides the basis for selecting the testing needed after the change.

Confirmation testing determines whether the intended interface change and any related defect corrections work as specified. Regression testing then checks whether previously working behavior has been adversely affected. Since the payment workflow is high risk, regression-test selection and prioritization should give that workflow and its dependent services appropriate attention. Marking earlier passed tests as permanently valid ignores the changed test basis, while waiting until the end of the project delays feedback and leaves a high-risk change insufficiently controlled. See the ISTQB Glossary: regression testing and the ISTQB Glossary: confirmation testing.