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Management v3.0

BCS TM3

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Topic Break Down

Topic	No. of Questions
Topic 1, Managing the Test Activities	45
Topic 2, Managing the Product	12
Topic 3, Managing the Team	11
Topic 4, Managing the Stakeholders	5
Topic 5, Mix Questions	1
Total	74

QUESTION NO: 1

Which one of the following metrics is primarily used to measure the achievement of a test objective and reported in a test completion report?

- A. Code coverage
- B. Actual versus planned estimation (in hours) for testing activities
- C. Accumulated number of resolved defects versus accumulated number of defects
- D. Number of automated test cases versus planned automated test cases

ANSWER: A

Explanation:

Code coverage is the appropriate metric because it measures the extent to which the executable structure of the software has been exercised by testing. Where a test objective includes achieving a defined level of structural coverage, such as statement, decision, or modified condition/decision coverage, the achieved code-coverage result provides direct, objective evidence of whether that objective has been met. The test completion report records the evaluation of test completion criteria and test-objective achievement, including relevant coverage information, so stakeholders can assess the residual risk and make an informed release decision. Code coverage is therefore a meaningful completion metric when structural testing is within scope; it compares the coverage actually obtained with the coverage target established in the test plan or test approach. The ISTQB Advanced Level Test Management syllabus describes test completion reporting as communicating test results, including the degree to which objectives and completion criteria have been achieved. It also identifies coverage as an important measure for evaluating testing. See the [ISTQB Advanced Level Test Management certification page](#) and the [BCS ISTQB Advanced Level Test Management qualification page](#).

QUESTION NO: 2

The following defect management process is in use at a company... What is the most important recommendation you would make for the defect report template in this process?

- A. Automate the incident numbering
- B. Add a classification field for the type of incident
- C. Add a lifecycle phase field to document when the defect is found
- D. Add a priority field to show how quickly it needs fixing

ANSWER: D

Explanation:

Add a priority field to show how quickly it needs fixing is the most important recommendation because defect management needs an explicit, consistently recorded basis for deciding the order and urgency of corrective work. Priority expresses the level of importance assigned to resolving a defect, enabling stakeholders, the test manager, and the development team to make transparent triage and release decisions. It supports planning by identifying which reports require immediate attention, which can be scheduled for a later build or release, and which may be deferred. A priority value also makes the workflow more manageable: reports can be filtered, reviewed, escalated, and tracked according to agreed service expectations. This is distinct from the defect's technical impact or severity; a defect with substantial technical impact may not always be the most urgent to resolve, while an issue affecting a critical business operation may require immediate action. Capturing priority directly in the report therefore provides the information needed to manage resolution work effectively and communicate its urgency consistently. ISTQB defines priority as the level of importance assigned to an item and identifies it as an attribute that supports decision-making in defect handling. See the [ISTQB glossary definition of priority](#) and the [ISTQB Advanced Level Test Management certification page](#).

QUESTION NO: 3

During a test process improvement initiative, defect information is gathered to perform defect cluster analysis.

Which aspect is most likely being targeted for improvement?

- A. To improve the defect removal efficiency.
- B. To reduce the total number of defects.
- C. To better understand risk and focus testing, as part of risk-based testing.
- D. To minimise the costs associated with defects.

ANSWER: C

Explanation:

To better understand risk and focus testing, as part of risk-based testing. is correct because defect cluster analysis identifies whether defects are disproportionately concentrated in particular components, interfaces, technologies, or functional areas. This information provides a useful evidence base for evaluating product risk: areas with a history of defect concentration may warrant deeper testing, earlier testing, additional test techniques, more experienced testers, or increased regression coverage. The objective is therefore to make the test approach and allocation of test effort more effective by focusing attention where failures are most likely or would have the greatest impact.

This is consistent with the ISTQB definition of defect clustering, which notes that a small number of components typically contain most defects found during testing or cause most operational failures. In a test-process-improvement initiative, analysing these clusters helps the test manager refine future risk assessments and make test planning and control decisions using historical quality information. It supports a practical feedback loop: defect evidence informs risk, and risk informs the priority, depth, and timing of testing. See the [ISTQB Glossary entry for defect clustering](#) and the [ISTQB Test Management certification syllabus resources](#).

QUESTION NO: 4

A cloud-based booking service depends on an external payment provider. Product risk analysis identifies a risk that an outage of the provider could prevent customers from completing bookings. The provider cannot guarantee that outages will never occur.

Which two actions would most appropriately reduce the impact of this product risk? Select two.

- A. Test failure handling and recovery behaviour when the payment provider is unavailable
- B. Agree and test an operational contingency procedure for affected bookings
- C. Increase structural code coverage for all application components
- D. Remove all testing of lower-risk features from the release scope
- E. Reclassify the risk as low because the provider manages its own infrastructure

ANSWER: A B

Explanation:

Testing the service behaviour when the provider is unavailable helps verify that the application fails safely, gives useful information to customers, and does not leave incomplete or duplicated bookings. Agreeing and testing an operational contingency procedure, such as controlled retry, queuing, or manual recovery where appropriate, provides a practical response if the risk occurs.

Increasing structural code coverage may provide useful information but does not specifically reduce the business impact of a provider outage. Removing all tests for other features is not a justified risk treatment. Reclassifying the risk as low does not alter either its likelihood or its consequence.

QUESTION NO: 5

Your company is considering purchasing a test tool suite from a respectable vendor. Your manager has searched the internet for comparable products, but none of them meet his specific requirements. A tool demonstration has been arranged for next week and your team has been invited to attend. The tool suite consists of a test management tool, test execution tool, and a requirements management tool. There is a possibility of adding a performance testing tool at a later stage.

You have decided to attend the demo but raise some issues beforehand regarding expectations.

Which two issues from the options provided below should at least be raised?

- A. What are the problems we are trying to address?
- B. Do we have a set of tool requirements to validate the tool against?
- C. How will the implementation be organised?
- D. Which project will be selected to perform the tool pilot?
- E. Is customized training available?

ANSWER: A B

Explanation:

“What are the problems we are trying to address?” is essential because tool selection should begin with a clear understanding of the business and test-process needs that justify introducing a tool. The team needs to identify the specific opportunities or difficulties to be addressed, such as insufficient requirements-to-test traceability, inefficient execution reporting, excessive manual administration, or a future need to support performance testing. This establishes the intended benefits and lets the demonstration focus on relevant workflows rather than generic product features.

“Do we have a set of tool requirements to validate the tool against?” is equally essential. Defined requirements provide objective, agreed selection criteria for assessing whether the suite supports the organization’s necessary capabilities, integration needs, usability expectations, reporting, security, scalability, and future expansion. They also allow the team to record evidence from the demonstration and compare the product consistently with other possible solutions. Together, a problem statement and measurable tool requirements make the evaluation requirements-based and support an informed selection decision. This follows the Test Management syllabus’s tool-selection approach, which emphasizes identifying needs and defining criteria before evaluating and introducing tools. See the [ISTQB Test Management certification page](#) and the [ISTQB Advanced Level certification overview](#).

QUESTION NO: 6

A test manager is preparing a concise weekly test-status report for senior stakeholders. The stakeholders need to decide whether additional support is required to maintain the planned release date.

Which two items are most appropriate to include in the report? Select two.

- A. Progress against the test plan, including completed and remaining test activities
- B. Significant open defects, product risks, impediments, and required decisions
- C. A detailed list of every test case executed during the reporting period
- D. Individual performance rankings for each tester
- E. The complete history of all closed low-priority defects

ANSWER: A B

Explanation:

Progress against the plan, including completed and remaining test activities, allows stakeholders to understand whether delivery is on track. Significant open defects, product risks, impediments, and any required decisions identify the matters that may require management action.

A detailed list of every executed test case is usually too detailed for a senior status report and does not focus attention on decisions. Individual tester performance rankings are not an appropriate indicator of project quality or test progress. The full history of closed low-priority defects is generally less useful than a summary of the current quality status and significant trends.

QUESTION NO: 7

When reading books and watching recorded videos are used as a way to acquire skills and knowledge, which approach to competence development is typically being used?

- A. Training and education
- B. Self-study
- C. Peer learning
- D. Training on-the-job

ANSWER: B

Explanation:

Self-study is the competence-development approach used when an individual independently acquires skills and knowledge by using learning resources such as books and recorded videos. Its defining characteristic is that the learner controls the activity, including the choice of material, pace, timing, and often the depth of investigation. This makes it particularly useful for building foundational knowledge, refreshing existing knowledge, or developing specialist understanding through documented and recorded resources.

The ISTQB Certified Tester Advanced Level Test Management syllabus identifies self-study as one of the approaches a test manager can use to develop team competence. The syllabus explicitly includes reading books and watching recorded videos as examples of self-study. A test manager should consider the individual's learning needs, available time, and the organisation's objectives when selecting this approach, and can support it by making suitable resources available and allowing time for learning.

The relevant treatment of competence development is in the People Skills section of the ISTQB Advanced Level Test Management syllabus: [ISTQB Test Manager certification](#). The official syllabus and supporting materials can be accessed through the [ISTQB website](#).