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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Managing the Product: This section emphasizes understanding and managing the product under test, focusing on controlling and assessing testing activities. It covers test metrics, reporting, and defect management across sequential, Agile, and hybrid environments. Candidates should be able to select and apply appropriate test estimation techniques and establish defect workflows suited to the project context. The syllabus also includes preparing business cases for testing activities that justify costs, benefits, and the value of testing within the overall project.
Topic 2	<ul style="list-style-type: none">Managing the Test Activities: This section focuses on the role of Test Managers and how testing is planned, monitored, controlled, and completed across different software development contexts. It covers the overall test process, including defining test plans, tracking progress, and ensuring proper closure. Candidates are expected to understand how testing fits within various lifecycle models, test levels, and types, while engaging stakeholders effectively. The syllabus emphasizes risk-based testing to identify quality risks, assess impacts, and select suitable mitigation activities. It also highlights formulating project-level test strategies, selecting appropriate test approaches, setting measurable objectives, and improving processes through models like IDEAL. Additionally, candidates should be able to evaluate and introduce test tools based on business needs, risks, and return on investment.
Topic 3	<ul style="list-style-type: none">Managing the Team: This section addresses the role of Test Leads in analyzing team needs, identifying required skills, and coordinating efforts using a whole-team approach. Candidates are expected to understand how to align team capabilities with project goals and ensure effective collaboration. The syllabus highlights techniques for team management, resource allocation, and fostering continuous improvement through retrospectives and knowledge sharing to optimize testing performance.

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q37-Q42):

NEW QUESTION # 37

For which type of testing would a test manager be involved with establishing benchmarks?

- A. Testing Black-box
- B. Functional Testing
- **C. Non-Functional Testing**
- D. White-box Testing

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

Within Test Planning (Chapter: Test Planning, Monitoring, and Control), the syllabus describes that the test manager defines the test approach for non-functional quality characteristics (e.g., performance, load, scalability, reliability). For these, the test manager often sets or references benchmarks/baselines and success criteria (e.g., response-time thresholds, throughput targets) to evaluate system behavior under specified conditions. Establishing and using benchmarks is a hallmark of non-functional testing, particularly performance testing.

(Reference: CTAL-TM v3.0 Syllabus - Chapter "Test Planning, Monitoring, and Control", subsections on defining the test approach for non-functional testing and specifying success criteria/benchmarks.)

NEW QUESTION # 38

Factors that are important to take into account when performing test estimation include:

- i. The quality of the test basis
- ii. The availability of test automation
- iii. The amount of rework required
- iv. The distribution of testing across several locations

The various factors can be grouped by characteristic. Examples of characteristics include:

- A. A = iv, B = iii, C = i, D = ii
- B. Test context
- C. A = iv, B = iii, C = ii, D = i
- D. A = i, B = ii, C = iii, D = iv
- E. A = ii, B = iii, C = iv, D = i
- F. Development process Which factor is related to which characteristic?
- **G. Test results**
- H. Product

Answer: G

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

Product characteristic # quality of the test basis (C = i): The syllabus lists the quality and stability of the requirements/specifications (test basis) as a product-related estimation driver.

Test results characteristic # amount of rework (B = iii): Expected rework/defect-fix cycles and their impact on retesting and

confirmation testing are identified through past results/defect patterns and directly affect estimates.

Test context characteristic # distribution across locations (A = iv): Organizational and logistical context (multiple sites, time zones, communication overhead) influences test effort.

Development process characteristic # availability of test automation (D = ii): Process/tooling capability (e.g., presence of automation frameworks) is treated as a development/process factor affecting test efficiency and thus estimation. The syllabus groups estimation drivers into characteristics such as product, development process, test results/history, and test/organizational context, and recommends mapping specific factors to these groups to structure estimation.

NEW QUESTION # 39

You are a test consultant involved in setting up and implementing retrospectives in an organisation that is developing software based on an Agile lifecycle. The Agile teams are experiencing problems on product quality, so the retrospectives will be specifically focused on the testing practices and processes.

Which of the following is an example of a good practice for a test retrospective?

- A. Only testers should be involved in the retrospectives since they perform testing and will know what should be improved
- B. An action plan for the improvements identified is too much documentation in an Agile context; the team members are already motivated to implement the improvements based on the retrospective
- C. Brainstorming sessions can be used to generate ideas on how to resolve the root causes of testing issues identified
- D. Because an Agile team is empowered, all improvement actions should reside within the team

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

The syllabus highlights continuous improvement practices, including retrospectives in Agile lifecycles, encouraging collaborative techniques such as brainstorming to generate concrete improvement ideas, often following root cause analysis of issues.

Effective retrospectives should involve the whole team and relevant stakeholders, generate specific actions (an action plan), and recognize that some actions may require support beyond the team.

Therefore, C is a good practice. A is incorrect (retrospectives should be cross-functional), B is too narrow (some actions require organizational support), and D is incorrect (capturing concrete actions is recommended even in Agile contexts).

(References: CTAL-TM v3.0 Syllabus - Chapter 1 "Testing Process" - lessons learned and process improvement; Agile lifecycle considerations for retrospectives and collaborative improvement techniques; emphasis on actionable outcomes.)

NEW QUESTION # 40

You have been contracted to manage the user acceptance testing of a new reservation system for a travel agency. The reservation system is being developed by a third party. Detailed specifications are available, and an estimate of the total development effort exists. The system will be delivered in four agreed increments.

Which of the following estimation techniques would be most appropriate to use in this context?

- A. Extrapolation
- B. Wide-band Delphi
- C. Planning poker
- D. Estimation based on ratios

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

The syllabus describes ratio-based estimation (e.g., estimating test effort as a proportion of known or estimated development effort) as appropriate when reliable development-effort data or estimates and clear scope are available. Here, detailed specifications exist, overall development effort is estimated, and increments are defined—conditions well-suited to ratio-based estimation.

Extrapolation requires comparable historical test data for this context.

Wide-band Delphi is useful when data is scarce and expert consensus is needed.

Planning poker is typically used by Agile development teams to size user stories, not for contracting UAT with a third party.

NEW QUESTION # 41

Which of the following activities in the test process is considered to deliver a document which can be used as a major input for test process improvement?

- A. Test Completion
- B. Test Planning
- C. Test Monitoring
- D. Test Execution

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:

In the ISTQB CTAL-TM v3.0 syllabus (Chapter: Testing Process, section on Test Completion), the Test Completion activity includes producing the test summary report, capturing lessons learned, and finalizing/archiving testware. The test summary report and lessons learned are specifically identified as key inputs to test process improvement, enabling organizations to refine their approach, improve efficiency, and address gaps revealed during the test effort. This makes Test Completion the activity that delivers the document(s) most directly used for ongoing test process improvement. (Reference: CTAL-TM v3.0 Syllabus - Chapter "Testing Process", subsection "Test Completion": responsibilities include creating the test summary report, collecting lessons learned, and providing input to process improvement.)

NEW QUESTION # 42

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