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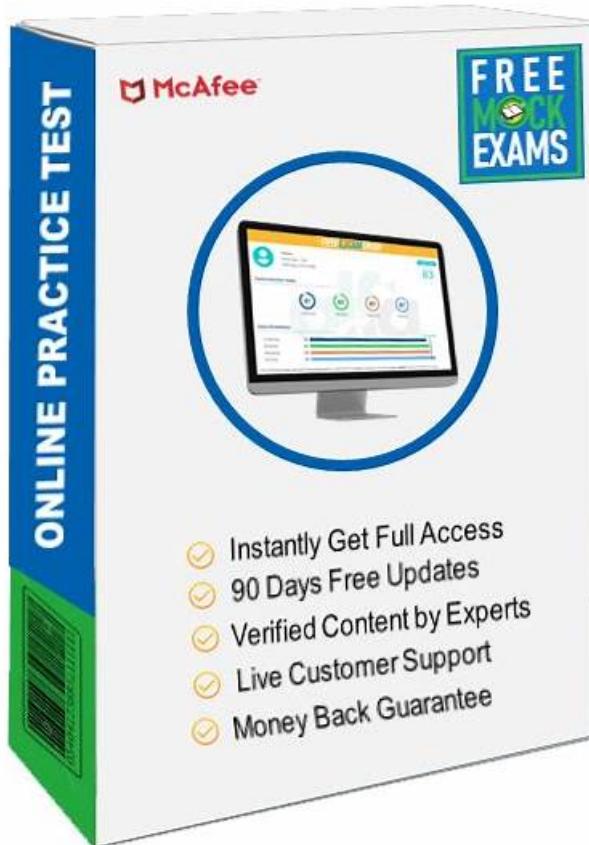
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BCS TM3 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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	• 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 (Q15-Q20):

NEW QUESTION # 15
Study the following characteristics:
Avoid re-inventing the wheel
Pool on experiences from earlier projects
They prompt thought in areas that are sometimes forgotten
Often used when compliance to specific standards is relevant
To which risk identification technique do these characteristics relate?

- A. Risk Workshops
- B. Retrospectives
- C. Brainstorming
- D. Checklists

Answer: D

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In the CTAL-TM v3.0 syllabus (Chapter on Risk-Based Testing), checklists are described as a reusable aid for identifying risks based on prior knowledge and experience. They help ensure important areas are not overlooked and are frequently used in contexts where compliance with standards is required. These characteristics match the question's bullets exactly (re-use/experience, prompting memory of commonly missed areas, and standards alignment).
Reference: ISTQB CTAL-TM v3.0 Syllabus, Chapter 4 (Risk-Based Testing) - section describing risk identification techniques including checklists (purpose, reuse of prior experience, prompting thorough coverage, applicability for standards/compliance).

NEW QUESTION # 16

Management is sceptical regarding the budget request (€25,000) for the next testing project. You are asked for a cost-benefit calculation. Based on historical data from several projects, you have come up with the following numbers:

Average prevention cost per defect: €200

Average cost of detection per defect: €400

Average cost of internal failure: €150

Average cost of external failure: €2,500

Expected number of defects to be found in this project during testing: 50 What is the result for the expected cost-benefit calculation for the upcoming project?

- A. €92,500
- B. €72,500
- C. €62,500
- D. €87,500

Answer: D

Explanation:

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

Per the syllabus, when building a business case using the cost of quality model, compare the avoided external failure costs with the sum of relevant pre-release costs (prevention, detection/appraisal, and internal failure). For

50 expected defects found in testing:

Avoided external failure cost = 50 × €2,500 = €125,000

Pre-release costs per defect = €200 (prevention) + €400 (detection) + €150 (internal failure) = €750 Total pre-release costs = 50 × €750 = €37,500 Net benefit (cost-benefit) = €125,000 # €37,500 = €87,500 This computation follows the syllabus' guidance to quantify both costs (prevention, detection, internal failure) and benefits (external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 17

Which of the following is not a key decision when defining a project test strategy?

- A. Selection of test techniques
- B. Selection of test tools
- C. Selection of test levels
- D. Selection of test types

Answer: B

Explanation:

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

In the AL Test Manager syllabus, defining the project test strategy/approach focuses on what to test and how to test at a high level, which explicitly includes decisions such as the selection of test levels, the selection of test types, and the selection of test design techniques as part of the approach definition and planning. Tool decisions are addressed under test tools and automation planning and are not listed among the core strategy-defining decisions.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 2 (Test Management in the Organization: policy

/strategy alignment and strategy content), Chapter 3 (Test Planning: test approach content including levels, types, techniques), and Chapter 6 (Test Tool and Automation: tool strategy and selection).

NEW QUESTION # 18

Which of the following factors influences the risk impact?

- A. Frequency of use of the affected feature
- B. Complexity of technology being used
- C. Maturity of the development organisation
- D. Geographically distributed teams

Answer: A

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0
syllabus:
In the syllabus, risk impact concerns the potential damage or loss if a failure occurs (business, user, financial, legal, or
reputational). Frequency of use of the affected feature increases the exposure and thus the impact when defects occur, making
option B correct. By contrast, complexity of technology, organizational maturity, and distributed teams primarily influence likelihood (the
chance of defects entering/escaping), not the impact dimension (CTAL-TM v3.0 Syllabus, Risk-Based Testing section explaining
factors of likelihood vs.
impact and examples of each).

NEW QUESTION # 19

A project has been running for a few months and the team does not seem to be making progress in their test approach. The team
also lacks drive and enthusiasm and is sometimes seen to be performing their tasks too slowly. You have been asked to recruit an
extra person into the team. In addition to introducing the new team member, you have decided to raise motivation.
Which of the actions listed below would most likely result in the opposite, a de-motivation of the team?

- A. Providing adequate rewards to the testers when they have done an outstanding job.
- B. Constantly prescribing overtime to the testers so that they will be accustomed to perform extra hours when necessary.
- C. Organising a meeting with senior management in which senior management addresses the importance of good testing for
  this project.
- D. Criticising testers only in private when they made a mistake during their test activities.

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0
syllabus:
The syllabus addresses motivators and de-motivators in test teams. Sustained mandatory overtime is explicitly highlighted as a de-
motivator, leading to burnout, reduced morale, and lower quality over time. In contrast, private, constructive
feedback, recognition/reward, and visible management support are listed as practices that can improve motivation. Hence, constantly
prescribing overtime (B) is the option most likely to de-motivate the team.
(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": motivation and de-motivation factors; effects of overwork,
recognition, supportive leadership, and constructive feedback.)

NEW QUESTION # 20

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