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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 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.

Topic 3	<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.
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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q29-Q34):

NEW QUESTION # 29

You have recently been employed as a test manager for a software company producing Human Resource (HR) systems... You have been asked to write a test strategy for the project and have chosen to implement a flexible and change-related reactive test strategy. Which of the following would be an essential part of your test approach?

- A. Using decision table testing, equivalence partitioning and boundary value analysis
- B. Performing a detailed product risk analysis
- C. Implementing ISO/IEC 29119 as a testing framework
- D. Using defect-based attacks and exploratory testing**

Answer: D

Explanation:

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

In a reactive(change-driven) test strategy-appropriate when requirements are evolving and flexibility is essential-the syllabus highlights exploratory testing and defect/experience-based techniques (defect-based attacks) as key elements because they adapt rapidly to change and emerging information.

A(product risk analysis) is central to risk-based/analytical strategies.

B(standard-compliant framework) aligns with standard/process-compliant strategies.

References: ISTQB CTAL-TM v3.0 Syllabus-Chapter 4 (Approaches for test prioritization and effort allocation: strategy/approach types including reactive strategies; emphasis on exploratory and defect-based approaches under change-driven contexts).

NEW QUESTION # 30

Which of the following is not something you should do when performing a Belbin assessment with an Agile team?

- A. Team members use a self-assessment questionnaire to identify their own strengths and weaknesses in relation to nine Belbin roles.
- B. Feedback is provided to the individual team members by another team member using the observer assessment questionnaire.
- C. The team should not align the team's roles with the team's goals and expectations. These should be kept independent.**
- D. The team member roles should be balanced with the Belbin team roles model to identify any missing or overrepresented roles and adjust accordingly.

Answer: C

Explanation:

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

The syllabus introduces Belbin team roles as a tool to balance roles in a team and improve collaboration. It notes the use of self-assessment and observer feedback and stresses aligning team composition and role usage with the team's goals and context. Therefore, statement D is incorrect: teams should align roles with team goals and expectations; keeping them "independent" runs counter to the intended use of Belbin roles in Agile teams.

(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": Belbin roles, use of self/observer assessments, and aligning role mix with team goals.)

NEW QUESTION # 31

You are the only tester in an Agile team. The test policy states that only defects that need to be solved outside the team are documented. You are receiving complaints from developers from other teams that they do not receive sufficient defect information to be able to efficiently and effectively solve the defects. You have used the ISO 29119 standard to identify which attributes could be added to the current defect report template.

Which two of the following options would be best to add to the current defect report template to solve the current issue?

- A. How to reproduce the defect
- B. The name of the tester that found the defect
- C. Severity of the defect
- D. Test level where the defect was found
- E. Configuration in which the defect was found

Answer: A,E

Explanation:

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

In the Testing Process(defect management and reporting), the syllabus emphasizes that defect reports must contain sufficient information to allow effective reproduction and diagnosis and that they should include environment/configuration details relevant to reproducing the failure and isolating the underlying defect. Concretely, the syllabus highlights information such as steps to reproduce, observed and expected results, and test environment/configuration as essential elements to enable teams (especially external teams) to analyze and fix defects efficiently. Therefore, adding How to reproduce the defect (B) and the Configuration in which the defect was found (E) most directly addresses the complaint of insufficient information for external developers. (ISTQB CTAL-TM v3.0 - Chapter 'Testing Process': defect reporting content and quality; importance of reproducibility and environment details in defect reports.)

NEW QUESTION # 32

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 results
- C. A = i, B = ii, C = iii, D = iv
- D. Product
- E. Development process

Which factor is related to which characteristic?

- F. A = iv, B = iii, C = ii, D = i
- G. Test context
- H. A = ii, B = iii, C = iv, D = i

Answer: B

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 # 33

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

Answer: D

Explanation:

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

Using the cost of quality perspective in the syllabus, compute the savings from moving defects from external failure to internal discovery (prevention + appraisal + internal failure).

Internal discovery cost per defect: €200 + €400 + €150 = €750.

External failure cost per defect: €2,500.

Net saving per defect moved inside: €2,500 - €750 = €1,750.

For 50 defects: $€1,750 \times 50 = €87,500$ # answer: €87,500. The syllabus directs test managers to articulate testing's value by quantifying avoided external failure costs against prevention, detection, and internal failure costs, supporting investment decisions and demonstrating ROI for testing initiatives (Chapter: Test Management in the Organization - economics/cost of quality, business case and benefit evaluation).

NEW QUESTION # 34

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