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BCS TM3 Exam Syllabus Topics:

Topic	Details

Topic 1	• 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 2	• 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 3	• 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.

BCS TM3 Reliable Exam Pattern - New TM3 Test Forum

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BCS ISTQB Certified Tester Advanced Level - Test Management v3.0 Sample Questions (Q10-Q15):

NEW QUESTION # 10
You are a tester working in an Agile team in the finance domain. The team consists of 6 members, and you are the only tester. The team is responsible for the development and maintenance of a mobile front-end application. The application is considered to be critical with respect to customer impact and market branding.
You have been asked to identify which test management activity needs to be performed within the team to enhance test maturity and achieve a higher level of product quality.
Which test management activity would you recommend the team should adopt?

- A. Perform product risk identification and analysis
- B. Provide detailed estimations early for each test level
- C. Define quality criteria for user stories and acceptance criteria
- D. Increase coverage by automating more tests

Answer: A

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus positionsproduct risk analysisas a core activity for test managers toprioritize testing and allocate effort.
Performingproduct risk identification and analysisdrives the selection of features, levels, and test types to focus on, informs coverage

depth, and guides where to automate for maximum value. While defining acceptance criteria (A) is important and often handled during backlog refinement, and automation (D) is valuable, withoutrisk analysisthe team cannot ensure efforts target the most critical quality risks-especially forhigh-impact, customer-facing mobile applications(CTAL-TM v3.0 Syllabus, chapter on Risk-Based Testing: risk identification, analysis, and applying risk to test prioritization and coverage).

NEW QUESTION # 11
You are involved in the selection of a test management tool and have decided to calculate the ROI for the two potential tools: TestMaker and ImproveIT.
TestMaker is priced at €15,000 with yearly maintenance costs of €1,500. Its traceability to requirements feature is strong and the defect management process can easily be customised to meet the needs of the organisation. Effort for test management activities is expected to decrease by 20%.
ImproveIT is priced at €20,000 with yearly maintenance costs of €2,500. Its traceability feature is also strong and has a high level of usability. It also has interesting options for adding extensions to its features in the future. Effort for test management activities is expected to decrease by 30%.
Based on the calculated ROI, which tool would you suggest?

- A. There is too little information to accurately calculate the ROIs
- B. None of the tools, since they do not provide a positive ROI
- C. ImproveIT
- D. TestMaker

Answer: A

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
InTest Tool and Automation, the syllabus states that determining thebusiness case/ROIfor a tool requires identifying and quantifyingall relevant costs(acquisition, maintenance,training,pilot/rollout,integration, customization) andbenefits(e.g.,effort reductionacross activities, quality and cycle-time gains), then comparing them over a defined period within the organization's context. A % effort reduction alone is insufficient without knowing thebaseline effort/cost, number of users, training/transition costs, and implementation scope. Therefore, ROI cannot be accurately computed with the given data.
(Reference: CTAL-TM v3.0 -Test Tool and Automation: tool selection and introduction; establishing a business case/ROI by quantifying costs and benefits; considering acquisition, maintenance, training, pilot, integration, process changes, and productivity gains.)

NEW QUESTION # 12
Assume you are a test manager of a project that develops software in the medical domain. You are responsible for analysing the organisational test strategy and the project context to choose the appropriate test approach.
You consider the following factors:
Detailed requirements of high quality are available
Parts of the software to be developed are expected to be safety critical Internal audits and an external audit by a government agency are expected to take place, as such traceability and evidence are important elements for the test approach A release date has been defined, and a marketing campaign has already been scheduled The project works according to the sequential V-model lifecycle The independent test team has a lot of domain knowledge but has also been trained and has experience in using test design techniques
Which of the following test approaches would be most appropriate for this project?

- A. Use Acceptance Test-Driven Development (ATDD) as a way to implement shift-left, and use test automation in addition to enhance product quality
- B. Experience-based testing, e.g., exploratory testing, to make maximum use of the domain knowledge of the testers
- C. Risk-based testing to identify the most critical features and use a methodical approach to testing, e.g., more formal test design techniques to drive testing and ensure traceability
- D. Define acceptance criteria for each of the requirements and implement definition-of-done criteria to drive testing

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
In regulated, safety-critical domains with audits and strong traceability requirements, the syllabus emphasizes defining amethodical,

documented test approachwithin test planning, includingselection of formal test design techniquesandrisk-based testingto focus effort on the most critical features. These elements are explicitly tied toV-modelcontexts, where traceability from requirements through test conditions and cases is expected, and evidence is essential for internal and external audits (CTAL-TM v3.0 Syllabus - Chapter 3, Test Planning; and Chapter 4, Risk-Based Testing and effort allocation).
Option B aligns with these needs: applyingrisk-based testingto prioritize safety-critical functions and usingformal techniquesto producetraceable, auditabletest assets.
Options A and D are practices typically associated with agile/ATDD and "definition of done," which do not best fit asequential V-modelcontext. Option C (experience-based) may complement but isinsufficientas the primary approach wheretraceability and auditabilityare key.
(References: CTAL-TM v3.0 Syllabus - Chapter 3 "Test Planning, Monitoring, and Control" - defining the test approach and selecting test design techniques; Chapter 4 "Risk-Based Testing and Other Approaches for Test Prioritization and Effort Allocation" - prioritizing safety-critical areas; material on traceability/audit expectations in regulated contexts.)

NEW QUESTION # 13
Ability to act with confidence is an important skill for a person to perform successfully in a project or team.
To which area of competence does "ability to act with confidence" belong?

- A. Social competence
- B. Personal competence
- C. Professional competence
- D. Methodological competence

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
InPeople Skills - Team Composition, the syllabus distinguishes four competence areas.Personal competencecovers attributes such asself-confidence,resilience, self-management, and ownership-traits related to how an individual conducts themselves. "Ability to act with confidence" is therefore categorized underpersonal competence, not methodological (techniques), professional (domain/technical knowledge), or social (interaction with others).
(ISTQB CTAL-TM v3.0 - Chapter "People Skills - Team Composition": competence categories and examples; self-confidence falls underpersonal competence.)

NEW QUESTION # 14
Which of the following test stakeholders are most likely not involved in defining requirements?

- A. Users
- B. Operations Team
- C. Development Leads
- D. Product Owners

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus (Chapter:People Skills - Team Composition) discusses stakeholder roles and collaboration.
Product OwnersandUsersare primary sources forrequirements and acceptance criteria.Development Leadstypically collaborate on clarifying requirements and translating them into technical solutions and testability. By contrast, theOperations Teamis primarily focused ondeployment, support, and operational concerns(e.g., environments, monitoring, reliability in production). While operations may influencenon- functional constraintsor service levels, they arenot typically the primary participants in defining functional requirements, makingOperations Teamthe most likely answer here.
(Reference: CTAL-TM v3.0 Syllabus - Chapter "People Skills - Team Composition", stakeholder roles and collaboration; contrasts in responsibilities across PO/Users/Dev vs. Operations.)

NEW QUESTION # 15

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