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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 (Q52-Q57):

NEW QUESTION # 52
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. €62,500
- B. €87,500
- C. €72,500
- D. €92,500

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
Per the syllabus, when building abusiness caseusing thecost of qualitymodel, compare theavoided external failure costswith thesum 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 costsper 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 bothcosts(prevention, detection, internal failure) andbenefits(external failures avoided) to demonstrate the economic value of testing.

NEW QUESTION # 53
You are a test manager in charge of integration, system, and user acceptance testing for a bank. You are working on a project to upgrade an existing ATM to allow customers to obtain cash advances from supported credit cards.
The system should allow cash advances from €20 to €500 (both inclusive) for all supported credit cards. The supported credit cards are American Express, VISA, Eurocard, and Mastercard. The system should be easy to use for all users, including new users. The organisation is currently in a transition to Agile and already well on its way.
In the test plan, the following items are listed under the heading"Items and features to be tested":
All supported credit cards
Language localisation
Valid and invalid advance
Usability
Response time
Which of the following topics would be most important for you to address in detail in the test plan?

- A. A list of acceptance criteria for each of the user stories
- B. An approach to regression testing
- C. Detailed entry and exit criteria per test level
- D. A set of logical test cases

Answer: C

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
According to theISTQB CTAL-TM v3.0 Syllabus, Chapter 3 - Test Planning, Monitoring, and Control, one of the main tasks oftest planningis todefine and document test completion criteria and test level entry criteriaas part of the test plan.
"The test plan shall include the entry and exit criteria for each test level, including the conditions that must be met to start and finish testing activities at that level." (ISTQB CTAL-TM v3.0 Syllabus, Chapter 3: Test Planning activities) Thetest planprovides the structure for managing multiple test levels such as integration, system, and user acceptance tests. Since this question context explicitly mentions severaltest levels, the most critical aspect to document in detail isthe entry and exit criteria per test level, ensuring clarity on when each test level starts and completes, and what constitutes sufficient testing for release or transition.
Why the other options are incorrect:
A). An approach to regression testing- While important, regression strategy typically belongs to thetest approachsection, not the detailed planning of multi-level testing criteria.
B). A list of acceptance criteria for each of the user stories- This belongs toAgile acceptance testdocumentation, not the formaltest planfor multiple test levels (integration, system, UAT).
D). A set of logical test cases- Test cases are outputs oftest design, not part of thetest plandocument.
References:
ISTQB Certified Tester Advanced Level - Test Manager Syllabus v3.0
Chapter 3: Test Planning, Monitoring, and Control
Section:Test Planning Tasks
Subsection:Define test completion criteria (exit criteria) and entry criteria for each test level Table of contents and body text referring to"items and features to be tested","entry and exit criteria", and
"content of the test plan".

NEW QUESTION # 54
Assume that you are using traceability to manage test case coverage against test conditions. During test analysis, three test conditions were identified. Test design for system testing has been completed and 10 test cases (TC1 to TC10) have been designed, as described by the following traceability matrix ("C" indicates a critical test case, while "NC" indicates a non-critical test case):
[traceability matrix not visible in the prompt]
The exit criterion for system testing states that each test condition must have all the associated critical test cases successfully executed (passed) AND all associated non-critical test cases at least executed.
The following is the situation after three days of system testing:
TC1, TC2, TC4, TC5, TC7, TC9: passed
TC3, TC10: failed (with an associated open defect report)
TC6, TC8: not run
Management wants to decide whether to release the system. You advise them that the system does not yet meet the defined exit criteria.

Based only on the given information, which test condition does not yet meet the stated exit criterion?

- A. None, all meet the stated exit criteria
- B. Test condition 1
- C. Test condition 2
- D. Test condition 3

Answer: C

Explanation:
The syllabus explicitly states thatexit criteriamust be met before considering completion of a test level:
"Exit criteria are the conditions that must be achieved to declare completion of a given test level... including coverage criteria and status of required tests (e.g., passed)."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5Test Monitoring and Test Control And test control must act when exit criteria are not met:
"If the exit criteria are not satisfied, appropriate actions must be taken to address the situation."
- ISTQB CTAL-TM v3.0 Syllabus, Chapter 5
Sincetest condition 2 still has critical tests not yet executed, thedefined exit criteria are not fulfilled, and therefore a release decision should not be approved.

NEW QUESTION # 55
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. 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
- B. Brainstorming sessions can be used to generate ideas on how to resolve the root causes of testing issues identified
- C. Because an Agile team is empowered, all improvement actions should reside within the team
- D. Only testers should be involved in the retrospectives since they perform testing and will know what should be improved

Answer: B

Explanation:
Comprehensive and Detailed Explanation From Exact Extract of ISTQB Certified Tester Advanced Level - Test Manager v3.0 syllabus:
The syllabus highlightscontinuous improvementpractices, includingretrospectivesin Agile lifecycles, encouragingcollaborative techniquessuch asbrainstormingto generateconcrete improvement ideas, often followingroot cause analysisof issues.
Effective retrospectives should involve thewhole team and relevant stakeholders, generatespecific actions (anaction plan), and recognize that some actions may requiresupport beyond the team.
Therefore,Cis a good practice.Ais incorrect (retrospectives should be cross-functional),Bis too narrow (some actions require organizational support), andDis 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 # 56
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. Methodological competence
- D. Professional 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 # 57
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